

**INDONESIA CIVIL SOCIETY SUPPORT AND STRENGTHENING PROGRAM**

**Indonesia CSSP:  
Impact Assessment**

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## INDONESIA CSSP IMPACT ASSESSMENT

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### Executive Summary

The Indonesia Civil Society Support and Strengthening Program (CSSP) is midway through its five-year implementation period. The objective of CSSP is to help Indonesia during its transition from an authoritarian to a democratic society by helping emerging, reform-minded NGOs address key issues associated with increased openness, transparency and reform. By the completion of this program, the expectation is that CSSP will have achieved the goals of:

- Building up strong, influential and self-sustaining groups of Indonesian CSOs, well networked and well connected with constituents and stakeholders, to the point where they can work in selected regions as well as nationally on policy reform and democratic policy making and practice.
- Enabling these groups and networks to address a range of key issues by raising them in a measured, constructive way with government, parliament and the broader community, and ensuring that they are resolved in an open, democratic and inclusive manner.

In the coming two-and-a-half years it is also CSSP's goal to consolidate the growing nexus of partnerships among civil society organizations (CSOs) in USAID's six geographical focus regions, as well as nationally; to help these CSOs solve key problems relating to civil society and democratic reform; and to ensure that they can draw on service providers for their future organizational needs.

These goals provide the framework in which CSSP impacts are assessed. Specifically, this Assessment examines whether:

- Viable and influential CSOs are institutionally stronger – both individually and collectively.
- They are engaged in policy dialogue and participate in policy making and implementation.
- They raise and help resolve key issues for continued democratic evolution.
- Their organizations and programs are sustainable.

Since this is the midpoint of CSSP implementation, the Assessment was most interested in demonstrating directional impacts towards these longer-term goals.

The Impact Assessment methodology included:

- Creating an inventory of all CSSP grants, technical assistance, and activities.
- Reviewing program documents and interviewing all CSSP managers.
- Determining whether CSSP grants achieved their objectives and strengthened CSO capabilities.
- Determining impacts of advocacy development interventions.
- Determining impacts of capacity building interventions.
- Determining impacts of financial self-reliance interventions.
- Determining impacts of other interventions and assistance mechanisms.

***The conclusion is that CSSP has had a very significant, positive impact on civil society development in Indonesia.***

Specifically, in its first 2½ years, CSSP has strengthened more than 40 viable and influential Indonesia CSOs through intensive training and grant assistance. More broadly, CSSP has provided capacity building or technical assistance to more than 200 CSOs across the country, with a focus on those in USAID's six focus provinces. A summary of important CSSP impacts that are described in this Assessment includes the following:

- In East Java, CSSP has contributed to local governments becoming more open to comment and criticism, CSOs better able to engage government and advocate for service provision, more citizen groups being mobilized, and citizens having more information on government budgets. Impact examples include:
  - ♦ City Forums in 18 areas are securing changes in local laws, regulations and budgets.
  - ♦ CSO publications on decentralization are read by government officials around the province.
  - ♦ Government heads and civil servants are attending CSO training courses on village governance and local autonomy.
- In Aceh, CSSP has contributed to increased protection and awareness of human rights, increased political space for civil society participation; and strengthened advocacy capacity of a core group of Acehnese CSOs and their extensive partner networks. Impact examples include:
  - ♦ Reporting and investigation of human rights violations have increased significantly.
  - ♦ CSSP's partner has secured the release of hostages held by the Free Aceh Movement.
  - ♦ The government has declared a moratorium on unlicensed logging in national parks.
- In Papua, CSSP has contributed to expanded recognition of human rights, an improved environment for democratic governance, a greater role for CSOs in resolving conflicts and expanded opportunities for marginalized Papuan communities. Impact examples include:
  - ♦ The governor officially accepted a CSO's list of Papua human rights violations since 1995.
  - ♦ Government has asked CSOs to help structure the new Papua People's Assembly (MRP).
  - ♦ Kabupaten governments are using CSO and community data to plan local development.
- In other provinces around Indonesia, CSSP has helped leading CSOs fight for – and achieve – improved governance, increased participation and reduced conflict. A small number of the numerous examples of impact include:
  - ♦ CSSP's partner Dutha Tani helped 230 farmers in West Java obtain clear title to their lands.
  - ♦ 1,000 families have reclaimed their land via a new Farmers' Association in North Sumatra.
  - ♦ Several senior officials faced charges for corruption identified by KoAK in Lampung.
  - ♦ 11 new unions have been formed in East Kalimantan for oil, timber and retail laborers.
  - ♦ Land boundary disputes are being taken up by the parliament in North Sulawesi.
  - ♦ SEAPA has secured the release and protection of kidnapped journalists in three provinces.
  - ♦ In Central Java, 20 cases of violence against women have been taken to court, with 9 guilty decisions already handed down.

The structural reach of CSSP is broad, and impacts have been recorded at many levels of civil society and government in Indonesia. Below are some examples of network strengthening and development achieved by the program, the details of which are found throughout this Assessment.

- Several national networks of CSOs joined to address specific policy issues. An example is Walhi, where CSSP strengthened the national network and provided grants and capacity building to three provincial networks. In addition, more than a dozen local branches of national CSOs addressing regional human rights and conflict resolution concerns, such as Koalisi NGO HAM in Aceh and SKP in Papua.
- Numerous provincial or more local networks of CSOs. One example is CSSP support for local adat institutional networking in Kabupaten Jayapura in Papua with LPPMA. Another is the CSO Leksip in East Kalimantan that assists with labor union networking.

- More than 25 provincial and district level CSOs addressing local concerns. Many of these organizations are new, and CSSP has been the first outside program support they have received. AIDP in Papua, for example, is carrying out its first program with CSSP and as a result has already developed recognized expertise in mapping human rights conflicts.

In addition to strengthening individual civil society organizations via their grant programs, CSSP's tools to improve advocacy, build capacity and increase financial self-reliance among Indonesian CSOs have also enjoyed significant outcomes.

**CSO advocacy development.** The majority of CSSP's civil society partners are now increasingly engaged in policy dialogue, ranging from human rights abuses in Aceh to strengthening adat institutions in Papua and piloting village governance in East Java. Many have been given seats at the table for policy making and some have been invited by authorities to help address key regional issues. Others are now demanding a public role in policy development. A few examples of the impacts to date include:

- Following a multi-stakeholder review and advocacy by the CSSP partner KPA, a proposed decree on agrarian reform issued by Indonesia's People's Consultative Assembly (MPR) in November 2001 closely mirrored the draft put forth by KPA in their draft law.
- LAAI in North Sumatra convinced the Governor to issue a local regulation banning the hiring of children as laborers in fishing platforms.
- CSOs in several other provinces – including Papua, North Sulawesi and West, Central and East Java – have won the right to work with government to draft local laws, regulations and development budget plans.
- Books and case studies on local autonomy produced by CSSP partners have been distributed to civil society groups across the country as resources in advocating for effective decentralization with local governments and parliaments.

**CSO management and administration.** CSSP has improved the management, accounting and human resources of more than 100 CSOs across Indonesia during the first 2½ years of activities. Results from program interventions in these areas include the following:

- More than 60 CSOs have received training or hands-on experience in organizational self-assessment from CSSP. This learning process allowed the organizations to focus on their strengths and weaknesses and provided a basis for next steps in capacity building, including in many cases strategic planning.
- CSSP has facilitated and trained more than 50 CSOs via strategic planning processes. In addition, another 24 civil society leaders received training of trainers to become facilitators for strategic planning. Many of these partners have already used their facilitation skills to strengthen other CSOs in their networks or regions.
- CSSP has led the introduction of financial strategic planning (a concept developed by The Nature Conservancy) in Indonesia. The program created training modules and brought staff members from 24 CSOs to a 5-day course on how to conduct strategic financial planning. As a follow on, CSSP conducted strategic financial planning for Walhi Central Sulawesi and 20 NGOs in its network.
- With guidance and support from CSSP, Pakta is launching Indonesia's first Internet-based learning center for CSOs. This website and portal is devoted to capacity building for the civil society sector and includes a database and opportunities for users to submit best practices.

**CSO financial self-reliance.** When CSSP began in 1999, awareness of financial self-reliance principles among Indonesian was low. CSSP has provided FSR training for more than 60 CSOs and given direct technical assistance to another 10 grantee organizations. Examples of impacts include:

- ISAI – a major media CSO based in Jakarta – held a fundraising methods workshop for a dozen organizations in its own network. Several other CSO partners in East Java have formulated their own action plans for resource mobilization, including Lakpesdam NU, Yamajo, LBH Surabaya, YPSDI and LKM-Media Watch.
- Spektra in East Java teamed with corporate sector partners PLN-Gresik and PT. Petro Kimia plus a government agency, DOLOG, to operate projects and render consultancy services.
- CSSP provided in-house for Legal Aid Foundation branches from Jakarta, Semarang and Yogyakarta. This training session improved the abilities of the branch offices to develop their own proposals to donors, thereby helping this national CSO network decentralize fundraising functions to its branches.

Finally, CSSP has used a mechanism called the Special Activities Fund (SAF) to support short-term or event-based activities in a flexible manner. The SAF allows CSSP to quickly address issues that arise in its program regions or to offer initial limited support to CSOs being considered for grant assistance. Impacts from this important assistance tool have included the following:

- A series of SAF interventions led to improvements in the law to establish a Human Rights Court in Indonesia. A review by the University of Indonesia Human Rights Study Center, followed by a workshop with the drafting team from Parliament resulted in a new law in 2001. The first such court, for gross human rights violations committed in East Timor in 1999-2000, is now in session, and future cases are being lined up.
- A study tour to South Africa by civil society, government and military representatives led to significant improvements in a draft bill to establish a Truth and Reconciliation Commission in Indonesia and to the unprecedented inclusion of CSO leaders in the drafting team.
- Participation in an international conference on women's rights in Taipei helped two Indonesian human rights lawyers to draft charges for cases of gender-based crime at home.
- A SAF program to increase regional community programming by the government-owned TVRI television network has led to CSOs using the network to improve local understanding of important issues and to new regular programming in provinces in Java, Bali and Sumatra.

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### I. Introduction and Background

#### A. CSSP Program Background and Goals

Indonesia is in the midst of a difficult political transition from the authoritarian New Order of President Suharto to a more open society. Institutions of democracy and governance are in their infancy, as political parties and leadership jockey for advantage; as separatist, ethnic and religious conflicts ebb and flow; and as the economy remains weak, never fully recovering from the Asian financial crisis that contributed to the fall of the New Order. When the Civil Society Support and Strengthening Program (CSSP) mobilized in December 1999, Abdurrahman Wahid had just become the first elected President of Indonesia in decades. Then, just one year ago, his vice president, Megawati Sukarnoputri, assumed that position, as Gus Dur fell over accusations of corruption and incompetence.

CSSP was conceived by USAID to help sustain and deepen democratic reforms in Indonesia during this historic period of transition to a more democratic society. CSSP was specifically designed to enable emerging, reform-minded NGOs to address key issues associated with increased openness, transparency and reform. By the end of the contract, USAID hopes that CSSP "...shall have strengthened a viable and influential group of Indonesian CSOs to the point where these groups can continue to work on policy dialogue with reduced USAID funding and participate effectively in policy making and implementation." In addition, USAID expects that CSSP will help Indonesian NGOs to raise certain key issues to the government, parliament and broader society, plus help ensure that these issues are resolved in favor of continued openness and democratic participation.

For its part, CSSP has defined its mission and goals in a manner that is not only consistent with the contractual tasks set out by USAID, but complements them with more specific and practical plans, drawn up in the course of annual work plans and discussions with USAID/CPT.

CSSP team members have agreed that the mission of their program is to create "a more vibrant and democratic society in Indonesia achieved by strengthening civil society organizations (CSOs) and providing key services in partnership with USAID." (*"Adanya masyarakat sipil di Indonesia yang lebih dinamis dan demokratis dengan memperkuat organisasi masyarakat dalam bentuk pelayanan tepat guna melalui kemitraan dengan USAID."*)

CSSP focuses its work on six priority regions: Aceh, East and West Java, East Kalimantan, North Sulawesi and Papua. (These regional focuses were adopted at the end of 2000 as a result of USAID's September 2000 Strategic Plan for Indonesia.) CSSP's aim in each of these regions is to work closely with USAID to create a core group of professional, well-managed, financially self-reliant CSOs, by which is meant not only NGOs but also associations, groups, research centers and grassroots institutions and organizations whose activities strengthen democracy and good governance.

In each region CSSP is concentrating on helping these CSOs address and solve one or more problems that these organizations identify as key to their particular region. When possible, CSSP helps CSOs address these problems not only from a local perspective but also with a view to addressing larger interests and national policy making.

Broadly speaking, these problems relate to difficulties in securing good governance and the protection of rights, integrating traditional cultures into contemporary political life, preventing conflict, managing local resources well, and protecting free media. More specifically, they are about how to:

- Build and carry out transparent, honest, participatory government, especially local government at the district (*kabupaten* or *kotamadya*) and village (*desa*) levels.
- Provide effective protection for human rights, especially in areas of conflict such as Aceh and Papua; for the rights of citizens, especially women, in a democracy and a market economy; and for the rights of disadvantaged groups including workers, farmers, fisherfolk and *adat* communities.
- Enable *adat* communities to participate effectively in the post-New Order political system.
- Manage local resources – especially natural resources – equitably, openly and well.
- Prevent conflict among groups competing over these resources, and in areas of chronic instability.
- Ensure that mass media function without fear or undue constraint.

In developing these core groups of CSOs, CSSP expects to be able to bring each of them to the point where they are fully equipped to:

- Manage their advocacy and other programs
- Administer their own affairs
- Maintain themselves financially in a way that is not overly dependent on USAID

CSSP also intends to ensure that by the end of its contract its CSO partners can draw on the services of respected and capable service providers in the fields of advocacy, program management and administration and financial self-reliance. In addition, CSSP is seeking to promote CSO partnerships by encouraging networks among CSOs and by supporting exchanges, experience sharing and other forms of cooperation within and across regions, particularly on salient issues such as how to engage government rather than confront it.

## **B. CSSP Program Design and Contract**

CSSP was designed as a five-year program aimed at achieving the important civil society objectives noted above. Four performance objectives (POs) have been given to CSSP:

- **PO 1: Advocacy.** Strengthen the capacity of Indonesian CSOs to analyze needs and policy issues; articulate recommended reforms; successfully advocate for needed reforms; and help ensure effective implementation of those reforms.
- **PO 2: Management and Capacity Building.** Improve the ability of Indonesian CSOs to plan, administer and manage their activities and resources
- **PO 3: Financial Self-Reliance.** Enable Indonesian to apply for and secure grant funding for the pursuit of democracy-promotion activities from international donors and local sources. Also, help CSOs plan to and raise funds through individual and institutional donations and other income-generating activities.
- **PO 4: Grants Management.** Award and manage effectively approximately 10-15 small grants per year to selected Indonesian CSOs, and provide technical and administrative services to these grantees. (This target has been informally modified during implementation.)

To achieve the above objectives, CSSP uses three main mechanisms to provide assistance to civil society organizations:

- Grants to be awarded and administered to Indonesian CSOs.
- Technical assistance providing advisors in specific technical fields and associated training.
- Special Activities Fund for studies, conferences, seminars, workshops, training and other short-term programs or events.

The CSSP implementation contract was signed by USAID and Chemonics International in October 1999, and mobilization was completed two months later. The contract period was originally three years with an option for a two-year extension, which has been exercised. The program was authorized at a level of \$27.4 million, of which \$15.6 million has been obligated to date.

The CSSP program is now at its halfway mark. Over the past 2½ years, the contract has gone through three distinct stages:

- The first six months, when CSSP essentially assisted the USAID/CPT team with ongoing activities and existing civil society partners.
- The next year, when CSSP began to make grant awards and carry out technical assistance, training and SAF programs with a national focus on critical civil society issues.
- The past year, when CSSP adopted USAID's regional focus on the provinces of Aceh, West Java, East Java, East Kalimantan, North Sulawesi and Papua.

### **C. Impact Assessment Objectives and Methodology**

The objective of this study is to determine the impact of CSSP activities at this midpoint in its implementation. The assessment includes an inventory of all CSSP activities undertaken, as well as an analysis of the impact in terms of contributions to Indonesia's civil society and more specific CSSP program and contract objectives.

The methodology used to carry out this Impact Assessment was as follows:

1. A four-person team was formed to direct and facilitate an effort by the entire CSSP office to determine program impacts. This team included CSSP's Monitoring and Evaluation Specialist, two CSSP Grant Managers and one outside consultant. The team began work on 11 June by organizing the Assessment, suggesting methodologies and reading through the extensive program materials from the first 2½ years. An important principle was that this Impact Assessment was an opportunity for the entire CSSP team to reflect on accomplishments and record impact, and thus this exercise is part of CSSP's larger M&E system.
2. The Impact Assessment team reviewed secondary data sources such as grant proposals, semi-annual reports, field trip reports, CSO partner research and special studies, media coverage, financial documentation, and other information in the CSSP office.
3. The Impact Assessment Team interviewed all CSSP Performance Objective and SAF Program Managers. During these interviews, the Team and program managers reviewed the long lists of CSSP activities and reached agreements on the most reasonable way to analyze impact. These centered on: (a) performance measures for each PO; and (b) civil society policy issues addressed for the advocacy PO and SAF. We also agreed on a methodology by which to measure impact. Aside from reviewing program files and other documentation, CSSP undertook a systematic telephone survey of all civil society partners who participated in the technical assistance, training, workshops, seminars and SAF activities to learn how CSSP assistance was used in their respective organizations. These surveys were quite informative and very useful in measuring impact of these programs.



4. Telephone interviews were carried out by an independent consultant and the feedback used by the Impact Assessment Team and program managers to determine CSSP program impact across advocacy, capacity and financial self reliance performance objectives, as well as for the Special Activities Fund.
5. Grant reviews were organized by province, in keeping with the regional focus that CSSP has taken over the past year. (Yet many grants were awarded before such focus.) Because we are examining impact, a decision was made to examine only those grants that have either been completed or that are approximately 75% completed. This resulted in a universe of 28 grants. (Two additional grants were under audit, so were not reviewed.)
6. Field trips were organized to review grants first-hand in Papua, East Java and Aceh. For the other grants, questions were developed by which CSSP grant managers were to phone grantees, their constituents and local government stakeholders. Questions to be posed were developed for CSOs, their constituents and local authorities. Two sample grant reports were prepared in advance to guide uniformity in formatting and approach to write-ups. The measures for assessing the impact for grants deal with whether the grant achieved its stated grant objectives and whether internal capacity building resulted.
7. A separate analysis was made of the grant financial management procedures used by CSSP and the extent to which this increased the capacity of grantees. Five case studies were examined and these are presented in this Impact Assessment.
8. Chemonics partners CARE and IFES were interviewed directly to learn about their programs; primarily the City Forum program in East Java for CARE and the IFES SAF and other activities centered on polling and community broadcasting.
9. Based on this approach, findings were established for each Performance Objective, for the SAF Fund, and for the Grant Activities.
10. A draft report was prepared and reviewed internally at CSSP. Based on feedback and following a full editing and revision process, a final Impact Assessment report was completed in early July.

While this report concludes that CSSP has achieved many positive impacts over the past two and one half years, the limitations of this Impact Assessment need to be understood. Among them are that:

- CSSP is early in its implementation cycle; many activities and grants are not completed.
- Civil society strengthening takes a very long time: decades. It is not realistic to expect major impacts in a period of months.
- Indonesia's political landscape remains very fluid, thereby affecting the environment in which CSOs operate.
- The impact assessment was "quick and dirty". The Team was in place for less than three weeks.
- CSSP program and grant managers were relied upon to draft sections of this report. While the Impact Assessment team did offer objectivity, the fact remains that this is an internal assessment.

#### **D. Impact Assessment Report Structure**

This Section I provides the introduction and background to the CSSP Impact Assessment. Section II presents the findings.

Section II begins with a presentation in Section II A of six case studies that illustrate the full range of CSSP program interventions with leading CSOs and their networks across Indonesia. Each of these

case studies describes the varied technical assistance and training tools applied by CSSP to strengthen these civil society partners, as well as summaries of their subsequent program outcomes.

Sections II B-D present the findings for the three focus provinces of East Java, Aceh and Papua, respectively. CSSP has been most active in these provinces for the longest period of time. Grants, technical services under Performance Objectives 1-3 and the SAF are combined to provide a provincial perspective on CSSP impact. These provincial reviews begin with local conditions and inventory of CSSP activities, and then provide both overall impact statements and detailed impacts for each major activity.

Section II E presents the impacts of grants in the three other focus provinces of East Kalimantan, North Sulawesi and West Java. While CSSP has many more activities in the provinces underway, only three of the grants are to the point that a meaningful impact can be discussed.

Section II F presents two grants that were awarded to Jakarta-based CSOs for national level impact. Both are media development organizations. Section II G. discusses nine other grants that are either completed or mostly completed in non-focus provinces in Java, Sumatra, Kalimantan and Sulawesi.

Section II H analyzes the impact of the actual grant making process on internal capacities of CSOs. Three case studies are presented, documenting significant impacts.

Sections II I-K discuss the impact of CSSP's Advocacy, Capacity Building and Financial Self-Reliance Performance Objectives. Section II L then discusses the impact of programs carried out through the Special Activities Fund, and Section II M examines the extent to which CSSP has impacted on CSO service providers.

Sections III and IV present the Impact Assessment team's conclusions regarding overall impact of CSSP at this midpoint in its implementation. Lessons learned and recommendations are offered to help guide implementation over the next 2½ years. These are focused on consolidating existing impacts and maximizing future impacts.

Finally, Section V presents inventories of all CSSP grants and other assistance activities, broken down as follows:

- Grant Program Inventory, By Province
- PO 1: Advocacy Activities Inventory
- PO 2: Capacity Building Activities Inventory
- PO 3: Financial Self-Reliance Activities Inventory
- Special Activities Fund Program Inventory

## **INDONESIA CSSP IMPACT ASSESSMENT**

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### **II. CSSP Impact Assessment Findings**

#### **A. Case Studies of Key Civil Society Organizations Receiving Integrated Assistance from CSSP**

One of the aspects of CSSP that separates it from other NGO support programs is the range of tools it has available to strengthen civil society groups. Integrating the use of these assistance tools – grants, technical assistance, training, capacity building and the Special Activities Fund – CSSP has achieved significant results with partner organizations that are helping lead Indonesia's transition to a more open society.

CSSP is particularly proud of the impacts achieved with East Java City Forums, Yayasan Elpera in Papua, Koalisi NGO HAM Aceh, Pakta in Jakarta, SEAPA in Jakarta and Walhi in several regions of the country. Each of these partners has received multiple forms of assistance from CSSP including grants, strategic planning, financial management training or others. As such, they highlight the full range of services CSSP offers to Indonesian CSOs, as well as a full range of impacts achieved on the ground.

The following pages present case studies of these six leading CSOs or CSO networks in Indonesia, all of whom have received multiple forms of assistance from CSSP, including grants, technical training and assistance, capacity building or event funding. These organizations and the support given to them by CSSP best reflect the variety of useful tools provided to Indonesian civil society by this program.

These case studies are followed by detailed assessments of CSSP impacts presented by geographic region and performance objective.

### **East Java City Forums: Making Development a Public Endeavor**

A City Forum (CF) is an ad hoc coalition of civil society groups that forms around a particular issue of local governance. Forum members can include NGOs, religious organizations, private sector entities, traditional community groups and labor organizations, among others. From the private sector, participant groups can be business and professional associations, individual companies, chambers of commerce or street vendors.

Initially conceived with assistance from a previous USAID program implemented by CARE, City Forums and their development have been significantly extended and expanded under CSSP. In February 2001, CSSP-CARE began working with 11 established Forums and since that time 9 new Forums have been added to the program.

The goal of City Forums is to help ensure that the aspirations of constituents are integrated into local government plans and policies. City Forums address identify civic concerns, address possible areas of conflict among stakeholders and craft solutions in partnership with government. CSSP's intensive assistance to City Forums in East Java province enables these Forums to take on the following roles:

- Advocate public policy via non-confrontation
- Empower local actors in the democratization process
- Partner with government for local planning
- Enhance government financial transparency and accountability
- Encourage civil society participation in the decentralization process

To accomplish this, CSSP-CARE offers Forums a menu of technical assistance from which each group selects priority areas. This menu includes: strategic and participatory planning, monitoring and evaluation, reporting, documentation, fundraising, financial management, facilitation, advocacy, conflict resolution, legal drafting, budgeting (APBD) and democratic principals. CSSP also trains Forums in how to conduct public hearings and how to lobby government effectively.

Most of this assistance is provided through a full-time program office in Sidoarjo, outside of Surabaya. In addition, team members from CARE and CSSP visit frequently to provide specialized inputs into Forum programs.

The results to date have been significant and are detailed below in this Impact Assessment. Overall, local governments in East Java are now accustomed to participating in public hearings and regularly solicit policy advice from City Forums and other CSOs. More specifically, some examples of the accomplishments by Forums using skills provided by CSSP-CARE are:

- The government of Kabupaten Pamekasan signed a legal document with the City Forum of Pamekasan "Forum Partisipasi Masyarakat Otonomi Daerah" agreeing to fund the City Forum to train all the BPDs in Pamekasan District (178 villages), to a total value of Rp 475 million.
- In Kabupaten Mojokerto the Forum reviewed the local budget (APBD) with the government and discovered that the poverty alleviation portion had a weak strategy. To remedy this, the Forum brought together government officials with village leaders, CSO representatives and local Parliament members for a series of meetings. Together, they developed a work plan and new strategy that was reviewed by officials throughout the Kabupaten. As a result, 80% of the new strategy was accepted and a Forum member was appointed to the implementation team.
- The Forum in Kabupaten Sidoarjo was instrumental in establishing a Women's Crisis Center to support thousands of female factory workers who suffer abuse and sexual harassment. This Center has been given financial support from local government for three years of operations, and will deal not only with female workers directly but also their children and child workers.
- CSSP/CARE developed a BPD Strengthening manual: *Panduan Penguatan Badan Perwakilan Desa* and a Manual of 13 BPD Training Modules. This book and its companion training manual has been developed by CARE and the City Forums in East Java. The provincial government has accepted this book and modules as the basis for training BPDs throughout East Java.



### **Yayasan Elpera: Empowering the Farmers and Fishermen of Fakfak**

Situated on the western edge of Papua, Kabupaten Fakfak is a distinctive region in this easternmost province due to the religious and ethnic diversity among the local population. Due to its position on Papua's west coast, Fakfak has long served as a key trading port. The majority of residents are fishermen, nutmeg farmers and their families, but there is also a notable population of traders, many of whom are in-migrants from other Indonesian provinces.

The mixture of subsistence farmers and fishermen on the one hand and large-scale trade on the other has created significant development disparities among Fakfak's population, and government services to the most parts of the kabupaten are insufficient to help address this situation. Yayasan Elpera is working to strengthen the roles of communities as well as government to bring about a more equitable development in the kabupaten. The CSSP-supported grant program carried out by Elpera seeks to:

- Support equitable development in Kab. Fakfak by setting up a structure of monitoring and education programs about participatory decentralization, community rights and local policies.
- Facilitate participatory development planning through village organization, mapping of resource potential and expanding community engagement with government.
- Contribute to the reduction and prevention of conflicts in crisis areas.

Conflict in Fakfak expresses itself through two main channels: economic disparities and ethnic and religious differences. In both cases, issues of equity are critical, and thus Elpera's program to empower local communities – both Muslim and Christian – is important beyond the civil society-government cooperation it is building.

Elpera has received a range of assistance from CSSP – all tied to its program in Kab. Fakfak, and in particular focused on the management of resource information as a tool for effective development planning and policy in the kabupaten. Capacity interventions received through CSSP have included:

- Training of facilitators for strategic planning
- Social movements and analysis training
- Information Technology and MIS Training Workshop
- Technical assistance in database design, operation and maintenance
- PACSA advocacy self-assessment
- Monitoring and evaluation training
- Financial management and QuickBooks software training

As a result of the skills developed through the above activities, Elpera has become recognized as a constructive partner by communities and local government alike. In particular, the increased engagement and trust from government is an indication of the gains made by this CSO. Some specific impacts of CSSP assistance are as follows:

- The most significant capacity that CSSP has developed in Elpera has been in database design, management and maintenance. These skills were developed for Elpera's staff from scratch through a series of apprenticeship, training and hands-on mentoring in the field. As a result, Elpera staff have been comfortably operating and expanding their natural resource database in Fakfak and sharing data with villagers and government alike.
- Village-level plans facilitated in the community by Elpera organizers were formally adopted by the local Bappeda office and subsequently formed the basis of decisions regarding local fishing regulations and sharing of economic data with farmers and fisherfolk. Following this success, Elpera has been invited by the local government to facilitate a joint strategic planning session for the government together with local NGOs in Fakfak.
- Elpera's financial management and reporting has improved as a result of CSSP training and follow-up by CSSP financial management specialists and grant bookkeepers, who have met with the CSO in its Papua offices on three occasions.



### **Koalisi NGO HAM Aceh: Advocating Human Rights in the Midst of Conflict**

The quasi-autonomous region of Aceh – Indonesia's westernmost province and the original entry point for Arab traders in the 11<sup>th</sup> and 12<sup>th</sup> centuries – is in the midst of widespread armed conflict between pro-independence forces and the Indonesian military. Since the fall of the New Order regime in 1998, the struggle for control of this restive province has escalated significantly, with both sides taking a more active – and more destructive – military approach.

Within this context, a coalition of human rights groups is carrying out an important and highly sensitive program to expand respect for human rights on all sides of Aceh's conflict. The program carried out by Koalisi NGO HAM Aceh with support from CSSP seeks to enable Koalisi and its constituent members to provide a support structure for citizens of Aceh whose human rights are violated. Koalisi further aims to serve as a pressure group and coalition builder committed to bring an end to the pervasive human rights abuses that have characterized Acehnese society during the last decade.

In addition to the program design and management assistance provided by CSSP through its grant manager, Koalisi has received a range of assistance from CSSP – all tied to its human rights advocacy and monitoring program in Aceh. At the same time, a large portion of CSSP training for Koalisi has focused on the institution itself and the operation of its member network. This assistance has included:

- PACSA advocacy self-assessment
- Technical assistance in human rights advocacy, arranged with Human Rights Watch
- Conflict management and mediation training
- Policy analysis training
- Information Technology and MIS Training Workshop, plus attendance at the Pakta IT Camp
- Organizational self-assessment
- Training in fundraising and organizational sustainability
- Technical assistance in fundraising planning
- Financial management and QuickBooks software training
- Program evaluation, carried out by CSSP
- Program financial audit, carried out by CSSP & Johan, Malonda & Rekan

Koalisi's advocacy and mediation skills, developed in partnership with CSSP, have proven critically useful in the midst of Aceh's ongoing conflict. In April 2002, GAM released into the hands of PBHAM Aceh Timur nine students who had been detained for three months. This Post, established through CSSP and Koalisi, had led the process of liberating the abducted students, who according to GAM were being used as spies by the military. Three of the female students were apparently raped, and PBHAM has attended to numerous issues including: housing and trauma counseling for the victims.

The information technology skills provided to Koalisi through training and attendance at the Pakta IT camp have been especially useful. Koalisi's database of human rights violations in Aceh is generally regarded as the most credible source of human rights data for this area, and the organization is regularly approached for information from a range of local NGOs, embassies, journalists and international NGO's. The valuable role played by Koalisi has further been acknowledged in November 2001 when Koalisi was awarded the Human Rights Watch award for "Human Rights Defenders".

Koalisi suffers from some governance and management problems and increased coordination would undoubtedly increase the potential impact of their activities. This has been acknowledged and steps have been put in place to deal with it. The recent evaluation commissioned by CSSP has proven particularly useful and has been used as a basis for management restructuring.

For example, Koalisi has faced difficulties in running its program caused by the need for ongoing coordination with its six member NGOs. The problem was how to maintain outstanding advances to all its district offices. We visited them many times to set the procedures apply for all district offices and Koalisi now has a proper system and procedure in managing it. It could be seen by looking at a smaller amount of outstanding advance more than 60 days. We also assigned auditor, Johan Malonda and Rekan, to audit Koalisi and the audit result was favorable where there was only insignificant amount of unsupported receipts and documents.





### **Pakta: Using Information Technologies to Develop Indonesian Civil Society**

Yayasan Pakta is a leader in the use of information technology to improve CSO performance and achieve civil society goals.

CSSP's interaction with Pakta has been primarily to tap the expertise of this CSO and help develop it into an effective, financially self-reliant service provider to Indonesian civil society. Results from these collaborations include the following:

- CSSP's financial self-reliance (FSR) assistance to Pakta has included: attendance at the Manila Fundraising Workshop in 2000, technical assistance in building corporate-CSO partnerships and developing a financial sustainability strategy, and introduction to other donors to fund the creation of the web-based CSO Learning Center (see below).
- The Pakta IT camp has trained CSSP partner organization staff in the design and use of databases, LANs, and the Internet. CSOs participants from several provinces have returned to their organizations to: manage internal information systems; set up human rights databases; provide consulting services in LAN maintenance; and others.
- CSSP hired Pakta to carry out an assessment of information and communications technology uses by Indonesian CSOs. The results of this research led to a better understanding of the technical and human resource needs of civil society groups and helped CSSP target appropriate assistance in advocacy and institutional development.
- Through CSSP, Pakta implemented an MIS workshop for 44 CSO grantees, all of whom are partners of CSSP or USAID/CPT. This workshop was conducted in real time over the Internet – the first time this was done in Indonesia. In addition, Pakta conducted an MIS workshop for Walhi Aceh and its network NGO partners, and Pakta is currently developing standard operational procedures for information management for Walhi's national headquarters.
- On-line or electronic management systems for CSOs that have been developed by Pakta with CSSP assistance include: reporting system for results-based management; day planner for NGO staff; and an on-line real time workshop system.

### **Internet-Based CSO Learning Center**

With guidance and support from CSSP, Pakta is launching Indonesia's first Internet-based learning center for NGOs. This website and portal is devoted to capacity building for the civil society sector and will include a database and opportunities for users to submit best practices.

Pakta has used its own resources to initiate the CSO Learning Center, and additional support is being sought from a diverse group of institutions, including: Yayasan Mitra Mandiri (United Way of Indonesia), Yayasan TIFA (Open Society Institute in Indonesia), Mercy Corps, Project Concern International, CARE International and Yayasan Kehati (Indonesian Biodiversity Foundation).

The website is in the early stages of development, but already its impact is evidenced by the extent to which energy and resources have been tapped without major commitment of funds from CSSP. There are 10 Indonesian and international CSOs providing human resources to develop the concept, build the website and obtain funding. The goals of this the Internet-based Learning Center are to:

- Make capacity building documents and tools available to the CSOs in Indonesian.
- Provide an interchange where information about trainings and events can be shared.
- Offer fundraising information and opportunities for CSOs, including lists of donors.
- Provide information on Indonesian CSOs by sector, funding, skills, etc.
- List service providers or consultants for facilitation, strategic planning, evaluations, etc.
- House a database of CSO program case studies and lessons learned.
- Provide links to sector-specific information (e.g., conflict, health, reporting, financial management, etc).

## **South East Asian Press Association: Training and Protecting Indonesian Journalists**

Freedom of the press in Indonesia, established formally in 1999 under the Habibie presidency, remains a fragile part of the nation's broader democratic transition. Ongoing harassment of media professionals, self-censorship brought about by a history of strict controls and a lack of professionalism among journalists all prevent the press in Indonesia from fulfilling its role as an independent, trustworthy reporter of national events.

SEAPA's grant program with CSSP entails research, publicity and advocacy concerning the strengthening of Indonesian journalists' rights, integrity and professionalism. Activities include extensive training, data collection, publications and high-profile lobbying to central and provincial governments and the police.

Assistance from CSSP has focused on SEAPA's institutional capacity and the advocacy and mediation skills the organization needs to carry out its program effectively. A number of interventions have helped SEAPA gain the skills to achieve the impacts described below. These have included:

- Strategic planning for media protection program
- PACSA advocacy self-assessment
- Program evaluation
- Information Technology and MIS Training Workshop
- In-house internal workshop plus technical assistance in financial self-reliance
- Monitoring and evaluation training
- Financial management and QuickBooks software training

Applying the various forms of assistance provided by CSSP, SEAPA has achieved significant results in two main areas: securing media freedoms and protecting journalists.

**Securing media freedoms through advocacy.** When the Governor of Maluku passed a decree banning five publications, SEAPA protests resulted in a face-to-face meeting at which the Governor was convinced not to apply the decree. At the national level, SEAPA met the national chief of police to protest police beatings of journalists. A draft MOU submitted by SEAPA on treatment of journalists was accepted in principle and is under discussion with the Police's Director for Public Affairs. Finally, a public statement issued by a SEAPA workshop was instrumental in preventing the government from re-establishing the Ministry of Information, the main media control tool used by Soeharto for 30 years.

**Protecting journalists through mediation.** In East Kalimantan, tabloid journalist Hoesin was kidnapped for exposing malpractice in the lumber industry. SEAPA arranged his evacuation and protection in Jakarta, and his release after being kidnapped in Jakarta a second time. In remote Ilaga in Papua, SEAPA helped secure the release of two Belgian journalists kidnapped by elements of the separatist OPM. In Aceh, a local newspaper journalist and three others employed by TVRI were kidnapped by the Free Aceh Movement. These individuals were later released after SEAPA secured assistance for them from Human Rights Watch Asia and the Committee to Protect Journalists.

At the institutional level, SEAPA Jakarta staff, particularly the director Pak Lukas, attribute much of their success to CSSP. Lukas makes the point that unlike other donors, CSSP has provided much-needed organizational capacity building. Because of CSSP, SEAPA has developed quickly into an organization with efficient systems based on a clear Operations and Procedures Manual and a coherent view of future plans, including development of a constituency to help the CSO financially.

On the financial management side, SEAPA had no accounting system in place before CSSP's grant program began. Today, SEAPA is regarded as one of CSSP's best performing grantees, receiving a rating of well-organized by CSSP's financial auditors.

In addition, CSSP's technical support in financial self-reliance has given SEAPA a durable foundation on which to develop ties with other donors, including UNESCO, Ebert Foundation, MDLF Prague, which SEAPA hopes will soon fund *Alert*, and the Open Society Institute in New York, to which Lukas will be making presentations soon. Lukas notes an incidental benefit of CSSP's technical support: building the capacity of SEAPA's close working partner AJI and its regional branches.



### **Walhi: Advocacy Networks in All Corners of the Archipelago**

Walhi is Indonesian civil society's largest advocacy network. In recognition of the significant achievements and enormous potential of Walhi across Indonesia, CSSP has targeted these national and provincial networks for program and organizational development assistance. Three of these branches have been grantees with CSSP, while others have benefited from capacity building, financial self-reliance and advocacy development assistance. CSSP has provided assistance to several provincial branches of the Walhi network as well as the national secretariat. This assistance has included:

Grantees: Walhi Aceh, Walhi North Sumatra and Walhi Central Sulawesi. Each of these provincial branches has carried out a long-term grant program with support from CSSP. In connection with these grants, they have all received the following assistance:

- Grant development mentoring
- Financial management and QuickBooks software training
- PACSA advocacy self-assessment
- Information technology and MIS training workshop
- TOT for strategic planning facilitation
- Human resources management training
- Technical assistance in database design, operation and maintenance
- Monitoring and evaluation training

In addition, the following more customized assistance has been provided to one or more of these three grantee CSO networks:

- Organizational self-assessment: Walhi Central Sulawesi
- Proposal writing training: Walhi Central Sulawesi
- Conflict management and mediation training, Walhi Aceh and Walhi North Sumatra
- Policy analysis training: Walhi North Sumatra
- Fundraising and CSO sustainability training: Walhi Central Sulawesi and Walhi North Sumatra
- Technical assistance for fundraising program planning: Walhi Aceh
- Attendance at the 9<sup>th</sup> Asia Pacific Workshop on Fund Raising in Bali: Walhi Aceh and Walhi North Sumatra
- Program evaluation: Walhi Aceh and Walhi North Sumatra
- Program financial audit: Walhi Aceh

At the same time, several other Walhi regional and national networks have taken part in CSSP technical and institutional development programs. These have included:

- Agrarian law reform seminar: Walhi national secretariat (via CSSP's Special Activities Fund, or SAF, described later in this Impact Assessment)
- Energy policy research and advocacy: Walhi Jakarta (via SAF)
- Human resources management training: Walhi Jakarta
- Organizational self-assessment: Walhi Jakarta and Walhi East Java
- Roundtable TOPIC discussions: Walhi East Java (via SAF)
- Proposal writing training: Walhi West Java, Walhi West Kalimantan and Walhi West Nusa Tenggara

Finally, in a special program targeting the management of Walhi networks around the country, CSSP brought together regional Walhi staff from several branches to train them in carrying out internal financial audits including developing mechanisms for such audits and securing agreement from Walhi branches on how this mechanism will be implemented to better manage each network's advocacy program.

The impacts of CSSP's assistance to Walhi networks around Indonesia have been extensive, and details are presented in several sections of this Impact Assessment. More effective advocates for environmental and local justice issues. Using expertise and coalition building assistance offered by CSSP, Walhi branches have achieved significant results in their main program areas.

Some examples of these impacts include:

- Since the start of **Walhi North Sumatra's** mediation and advocacy grant program with CSSP, 1,000 families have been able to reclaim and begin again to farm their land. Key to this process was the establishment of a local farmers' association (Asosiasi Tani Bersatu, ASTAB) based in Labuhan Batu that emerged from Walhi's work on land conflicts. ASTAB's existence has shifted the balance in Labuhan Batu, with traditional power holders – government, police and military, and large plantations – acknowledging that farmers are an organized force to be reckoned with.
- Skills gained by **Walhi Aceh** through CSSP capacity building efforts have this CSO engage government more constructively and resolve a greater number of conflicts. The organization's most successful advocacy campaign to date has been the successful lobbying of government to impose a moratorium on unregulated logging in Aceh's national parks. This moratorium was issued by the governor and Walhi has been asked to provide inputs into proposed regulations to better control logging in the province.
- **Walhi Central Sulawesi's** program through CSSP has improved civil society's bargaining position vis-à-vis environmental policy and transparency in their province. To enhance this CSO's lobbying efforts, CSSP provided a customized course in advocacy and investigation techniques for Walhi and its 18 network members. Following the subsequent constituent dialogues facilitated by Yayasan Toloka, a Walhi network member, a proposed regulation on the use of natural resources in Tangian was prevented. This regulation had been rejected by the community because it did not provide for local participation. A revised version is now close to acceptance. In addition, in the provincial capital Palu, two pieces of legislation – one on the use of *becaks* and another on the use of coastal and marine resources – have been drafted by Walhi's partner organizations and are awaiting approval.
- **Walhi Aceh** faced difficulty in managing its 16 NGO network members, with the result that its program and financial reports were frequently late. CSSP assistance on organizational and financial management resulted in the implementation of standard procedures for network members. These procedures are now being applied by Walhi Aceh, and two indicators of improved management are on-time financial reports and a significant reduction in outstanding program fund advances being held by network members.

## **B. East Java Province Impact Findings**

### **B1. Provincial Context**

East Java is one of Indonesia's most densely populated provinces, with 18% of the population in 3% of the area. With the introduction of Law 22/99 on regional autonomy in 2000, local governments were expected to decentralize in haste with little if any social preparation or public consultation beforehand. The need to awaken local communities as to their democratic rights to participate in governance according to the spirit of autonomy is relatively urgent, as it is becoming more and more apparent that nothing will change otherwise. The legacy of 25 years of centralized decision making is a reluctance to take responsibility on the part of the community, especially in smaller towns.

CSSP East Java programs focus on issues of local governance, especially as relates to regional autonomy, by finding ways for diverse groups to engage with local government in the name of increasing transparency and participation in planning. The program as a whole is intended to widen and deepen civic participation. In particular, the CSSP East Java program has begun to focus on village governance, as the legacy of the Suharto years is that the village has effectively been disempowered and its traditions almost eradicated, to the extent that there is reluctance on the part of villagers to seize the opportunity that the new system should give them.

Whatever problems and inconsistencies there are with Law 22 as it concerns the village, it still stands as a concrete attempt to give the village considerable autonomy and democracy. The Badan Perwakilan Desa (BPD) is a new village level government body put in place under Regional Autonomy Law 22/99 intended to act as village representative council, contributing to decisions on village planning and able to monitor the work of the Village Head and officials.

### **B2. CSSP Activities in East Java**

Through its grant program, CSSP is supporting the work of nine CSOs to address local governance and participation issues at the city, kabupaten and provincial levels, encouraging engagement between local legislatures and executives and diverse groups. The program is increasingly focused on village governance. It also supports one media organization in support of CSSP's national level work.

Through its subcontract with CARE International, CSSP also works with 18 City Forums across East Java. 11 Forums existed in February 2001, and these are now receiving technical assistance from CARE to strengthen them as citizens' groups engaging with government. In addition to this, CARE has also helped a further seven Forums to establish themselves.

Current and completed grants include:

- Researching the implementation of decentralization in East Java, East Kalimantan and East Nusa Tenggara, with CPPS. April-October 2001.
- Supporting the development of parliament watch organizations in Kota Surabaya, Kabupaten and Kota Malang and Kabupaten Bojonegoro, with YPSDI. February 2002 – January 2003.
- Establishment and strengthening of local citizens' forum in Kabupatens Madiun, Lumajang and Lamongan, with Lakpesdam NU. February 2002 – October 2003.
- Public service advocacy in Kabupaten Malang, with Enlightenment. May 2002 – April 2003.
- Supporting organization and advocacy for street traders and transportation workers' groups in Kabupaten Jombang, with Yamajo. October 2001 – January 2004.
- Farmers' organizations and access to irrigation water and engagement with local government in Kabupatens Nganjuk and Madiun, with Spektra. May 2002 – April 2003.
- Media Watch and civic education on the role of the media in East Java, with LKM. January to December 2002.
- Training for village representative councils and civic education for villagers in Kabupaten Ngawi, with PRIMA. May 2002 to April 2003.

- Training for village representative councils and counterpart local NGO's in Kabupaten Malang, with LPKP. June 2002 to January 2003.

In East Java there has been a concerted effort to bring to bear the work of CSSP's various assistance mechanisms to the program. Most current and pending grantees have had the opportunity to engage with the technical team at workshops and on an individual consultancy basis on financial self-reliance, advocacy and capacity building. In addition, the MIRPP process (see discussion of Performance Objective 2, below in this section of the Assessment) was developed and piloted in East Java.

Under a subcontract, the Local Autonomy Study Center at Brawijaya University in Malang (PPOTODA) has conducted a research program which complements the village governance work both in East Java and nationally, and the products of this program include asset of photocopied guidelines for BPDs on drafting village regulations, and a set of recommendations for legal drafting for legislatures at Kabupaten and provincial levels.

There have been a small number of Special Activities Fund programs in East Java, including support to a women's group's strategic planning meeting in November 2000, a farmers' network strategic planning meeting in June 2001, a women's group discussion on energy policy in June 2002, a series of roundtable dialogs on energy policy with Walhi East Java in September 2001, and a series of village representative councils trainings with YAPSEM Lamongan in May-June 2002.

### **B3. Overall East Java Program Impacts**

CSSP impacts in East Java to date fall mainly into two area: civil society engagement with government and CSO strengthening.

#### **B3a. CSO Engagement**

- **Local governments are becoming more open to comment and criticism.** As a result of efforts by numerous CSSP-supported organizations, local governments in East Java are now accustomed to participating in public hearings and have begun soliciting comment from City Forums and other CSOs on policy. For example, Forum Probolinggo was requested to comment on draft regulations as a direct result of CSSP's support through CARE. In addition, local and provincial legislatures (DPRDs) are increasingly engaging with City Forums and other CSSP grantees including YPSDI, Spektra and Lakpesdam NU.
- **CSOs are better informed about decentralization.** A broad collection of East Java CSOs have read the research and information materials produced by CPPS and PPOTODA.
- **More citizens' groups have been mobilized and empowered to engage with government.** There are now 18 active City Forums and 3 newly established Lakpesdam NU groups in 20 cities across East Java. Moreover, with the work of YPSDI, Spektra and the expansion of the City Forums, at least another 10 citizens' groups will be up and running in the next few months.
- **Citizens have greater access to information on government policies, plans and budgets,, plus more opportunities to participate in governance.** The work of CSSP partners to circulate information among constituents has substantially widened the access of NU and City Forum members to policy information. As CSSP's East Java program continues, this information will be increasingly available to farmers' groups (through Spektra and YPSDI) and village representative councils (through PPOTODA, PRIMA, LPKP, Bina Swagiri and YPSM).

#### **B3b. CSO Strengthening**

- **A viable and influential group of East Java CSOs has been strengthened.** CSSP's partners have made the most of the support offered by CSSP and are increasingly in a position to assist



each other in terms of service provision, for example Bina Swagiri and LKM Media Watch have provided technical assistance to Lakpesdam NU.

- **CSOs are better able to engage local governments.** Lakpesdam NU's groups and the City Forums have quickly developed skills in advocacy and ability to analyze budgets. Most Forums now have strong capabilities to engage with local governments regarding policy changes.
- **CSOs are better networked.** East Java's CSO network were strong in place CSSP began work in the province, however CSSP partners have widened their networks and begun working with a more diverse range of groups at a provincial and national level following the various meetings which took place in the context of CSSP training. Importantly, traditional NGOs have been linked with academic and media CSOs to help the former take on more of a civil society role.
- **Five CSOs working at village level are strongly linked and providing mutual support.** CSSP's integrated capacity building process (see PO 2, Section II J) PRIMA, PPOTODA, LPKP, YPSM, Bina Swagiri is likely to lead to new levels of collaboration between these CSOs, all of whom are strengthening basic representative institutions at the village level.

#### **B4. Detailed Impacts of CSSP Grants and Other Assistance**

Below is a detailed discussion of the impact of selected grants, City Forum assistance and BPD programs in East Java.

##### **B4a. Grant with LKM: Grant for Civic Education and Improvement of the Press**

**Grant objective.** LKM (Lembaga Konsumen Media) Media Watch aims to act as a watchdog for the national press via the production and distribution of its established monthly newsletter, which contains comment and analysis on local media coverage of current events. LKM hopes to influence its target readership – i.e., journalists – to be more responsible, professional and ethical in their work, and thus to provide more balanced reporting to a public that is increasingly aware of the role of the media, having been exposed to the weekly talk shows aired by LKM Media Watch and Suara Surabaya radio.

**Program impact.** The grant is being implemented from January to December 2002. The following are program impacts to date:

- LKM gets free prime airtime on East Java's most popular and profitable information radio station on a weekly basis. CSSP funds enable LKM to bring in special guests on hot media topics, and Hendry Subaktio from LKM acts as the talk show host.
- According to an AC Nielson survey, Suara Surabaya Radio has 500,000 daytime listeners, while another survey indicated 6 million listeners to the morning shows. The Director of Suara Surabaya Radio adds that they have listeners abroad and a database of callers including more than 50,000 people.
- LKM regularly receives requests for its newsletter, and the publication is now sent to 1,823 people. Over 10% of those who receive the newsletter now pay for it on a subscription basis.
- LKM also receives and deals with complaints from media consumers, for example on May 8 they received a fax from an army colonel asking LKM to help put the record straight about a report of a sexual abuse case involving a soldier which was reported by Radar Surabaya in an apparently one-sided way. This issue was taken up in the newsletter.
- LKM have continually developed their role as local media experts, providing consultancies and resource people on request for diverse organizations including Dinas Informasi dan

Komunikasi (both East Java and Bali in 2002), Jawa Pos' new School for Journalists and for AJI in May 2002, for IAIN's student group in April 2002.

- LKM maintains strong links with the East Java chapter of AJI and the national independent radio association, PRRISNI, and maintains a high profile in local media, obtaining print coverage every month for its work.
- The LKM team is currently engaged in discussions regarding the revision of the draft Broadcasting law, and to this end Henry from LKM participated in a talk show on TVRI on June 20 with Minister of Information and Communication, Samsul Maarif.

**Capacity building impacts.** As follows:

- LKM has greatly increased capacity to manage funds. The newly hired accountant, Dwi, has been able to report according to the CSSP format and use the QuickBooks software competently, to the extent that she regularly assists another CSSP grantee, Lakpesdam NU, with the use of QuickBooks accounting software.
- Although LKM is not an advocacy organization as such, LKM note two impacts following a mini-PACSA led by CSSP (See Performance Objective 3, Advocacy Development, in Section II I below). First, they have new awareness of the advocacy process. Second they were invited as resource people for Lakpesdam NU's training on dealing with the media for its constituents in the CSSP-funded program.
- LKM acknowledges the usefulness of CSSP's input on financial self-reliance and has requested follow-up assistance to help them increase their subscriber base. CSSP has already helped LKM set up a database of subscribers and contacts, and since January the number of subscribers has increased by more than 10%.

#### **B4b. Grant with CPPS: Feasibility Study on Local Government Empowerment**

**Grant objective.** This program, carried out by the Center for Public Policy Studies in Surabaya, intended to clarify the intentions and purposes of the regional autonomy laws and regulations; to identify possible problems in the implementation of decentralization policies; to disseminate the results of this research to civil society stakeholders; and to train those stakeholders to monitor the implementation of regional autonomy policies with a view to ensuring that they are carried out in effective and democratic ways.

**Program impact.** This grant was implemented from April to September 2001. Impacts include:

- CPPS published its findings in a book entitled *Implementation of Decentralization: The Cases of East Java, East Nusa Tenggara and East Kalimantan*, and also published a set of materials to be used in training on decentralization. The books have been sent to more than 500 contacts in government, CSOs and higher education.
- In the last year, CPPS delivered 4 training courses for 40 civil servants from kecamatan governments in East Java, using the materials on regional autonomy they developed and improved since conducting the research for CSSP.

**Capacity building.** Capacity building impacts include:

- CPPS is now effectively plugged into a nationwide network of CSSP partner CSOs. This continues to be key to their work, to the extent that they maintain regular contact and exchange ideas and news. CPPS is now in a position to include CSO partners in their continuing series of seminars and discussions on topics such as the amendment to the 1945 Constitution.

- Since CPPS had no financial systems in place prior to the grant from CSSP, the training they received and the effect of having to report to CSSP has been very significant.

#### **B4c. Grant with Lakpesdam NU East Java: Empowering Local Organizations in the Context of Decentralization**

**Grant objectives.** Lakpesdam NU is an offshoot of Nadhlatul Ulama (NU), the largest Islamic mass organization in Indonesia and one of the largest in the world. Lakpesdam's name translates as "Institute for Human Resource Development Studies," and the CSO is staffed by NU members. The primary aim of this grant is to support the engagement of civil society with local government in the context of decentralization, by supporting the establishment of three groups in three areas which are able to contribute to public policy making and to monitor it. The secondary aim of this grant is to begin building a positive relationship with Indonesia's largest mass organization. The NU is particularly influential in East Java as a moderate Muslim group, and as such it is in an excellent position to support the development of democracy.

Lakpesdam NU East Java aims to groups of their contacts (NU members and affiliated CSO activists) to engage with local government by arranging training and meetings in three cities. These meetings will be opportunities for participants to learn about policymaking in the context of decentralization, and also for them to form a network. They will then be ready to set up public hearings in each city based on the outcomes of their discussions and local needs.

**Program impacts.** This grant is being implemented from February to September 2002. Program impacts include:

- In Lumajang Lakpesdam NU's support has led to the formation of the new Forum Masyarakat Peduli APBD Lumajang (Formapalu). This Forum is the only active group of its kind in the area, and since March 2002 it has applied itself to analyzing and critiquing the local budget (APBD), noting the disconnect between development plans and the budget and giving comments to the local government, which is resisting engagement. They have also obtained media coverage on the subject of the issues with the budget in *Jawa Pos*, *Kompas* and *Tempo*. On 22 June, Formapalu held a meeting to discuss a set of issues relating to village governance, and they plan to follow this with a public hearing. Forum members note that since Lakpesdam NU's intervention they feel empowered.
- In Lamongan, the Lakpesdam NU group has been meeting every two weeks and gained considerable momentum since the CSSP grant program began. Prior to this the Forum APEM only met sporadically to work on a case-by-case basis. They have been able to lobby with three key individuals on issues relating to the APBD, however the DPRD are resistant to the idea of holding public hearings. They have scheduled a hearing for June 25 on the subject of an official visit by the entire DPRD Lamongan to East Kalimantan, and have been successful in obtaining media coverage of this in *Jawa Pos*, *Memo* and *Duta Masyarakat*. The group worked closely with Lakpesdam NU and YAPSEM on the recent SAF on BPD training in Lamongan, and now have a sense of responsibility towards the BPDs that were not reached by this small program.
- In Madiun, the Lakpesdam group notes that relations among the executive, legislature and civil society groups have been less confrontational since the grant program opened. Forum Lintas Pelaku and Forum Peduli Pembangunan are no longer active, and Lakpesdam NU's ability to support a group which reaches to grassroots is seen as a great strength. The degree of engagement with local government is indicated by the fact that the Bupati, Ketua DPRD, Ketua NU and SekDa all attended a training session conducted by the group. So far they have conducted informal, one-to-one lobbying concerning issues with the APBD, and they have established working groups to address issues with the BPD in Madiun with the aim of conducting training for BPD's. This work is still at a very early stage, but there is likely to be a

high degree of synergy between these groups and Bina Swagiri, Tuban. The PPOTODA village training materials have already been shared with them.

All of these groups state that Lakpesdam NU's intervention has given them newfound impetus and knowledge, and that they are better able to organize, criticize and focus their efforts.

**Capacity building.** Institutional impacts include:

- Lakpesdam NU and its contact groups have been helped significantly by assistance from other CSSP partners in East Java. Providers include Ismail Amir from Bina Swagiri on village governance and budget transparency work, and Hendry Subaktio from LKM on working with the media. Because Lakpesdam NU groups can benefit from the experience and knowledge of other CSSP partners, they are able to mobilize their own programs faster.
- Lakpesdam NU are using their new knowledge of the advocacy process to inform their own work and to share with the regional groups.

#### **B4d. City Forums, implemented with CARE International**

**Background.** A City Forum (CF) is a coalition of civil society groups including the private sector. These civil society groups might include NGOs, religious organizations, business groupings, traditional community groups and labor organizations among others. The private sector groups include business associations, professional associations, companies, chambers of commerce and street vendors. CARE was involved with a number of Forums under the USAID-funded CLEAN Urban project from 1997-2000, and this program represents a continuation, extension and expansion of CARE's City Forum component from that project. In February 2001, CARE began working with 11 established Forums and 2 new ones. Since then, seven new Forums have been added.

- A CF is dynamic and may grow or shrink or change members depending upon the type of issue being addressed.
- The CF acts as a mechanism by which different civil society organizations (CSOs) and private sector groups are empowered and can play a dynamic role in the development of good governance in their locale.
- CF participation means that people influence policy formulation, budget use (APBD), investment choices, management and development interventions in their communities.
- CF encourages legislative and executive branches of local government to learn from the local population. Through CF's, people are given a voice and an opportunity to participate in and contribute to the decision-making processes that will affect their own development.
- Forums are meant to be multi-sectoral and as inclusive of different segments of society as possible.

CF composition should include but not be limited to the following groups: university groups; religious organizations, labor groups, NGOs, media, private businesses, neighborhood and village associations, and traditional and indigenous groups.

**Program objectives.** The ultimate goal of a City Forum is to identify concerns, areas of conflict and possible solutions based on a shared participatory understanding of the situation at the local level. This will help to ensure that the aspirations of constituents are integrated into the plans of the government. The program also aims to give the Forum the following roles:

- Public policy advocacy through non-confrontation

- Public service complaint center (identify, confirm, investigate, discuss, solve)
- Empower local actors in democratization process
- Partner to government in planning process
- Conflict prevention and resolution
- Enhance government financial transparency and accountability
- Promote good governance
- Encourage civil society participation in the decentralization process

**Program impacts.** City Forums have had a wide range of impacts over the past year at the provincial, district, city and village levels. Below is a selection of these impacts.

- **Throughout East Java, CF's held Public Forums and public hearings** on topics ranging from community education in Jember; a ring road in Probolinggo; street vendors in Pasuruan; Kediri, Malang, Sidoarjo, traditional market creation and local area development planning of the Pertamina oil terminal in Kediri; local area development planning in Blitar and Malang; public transportation system planning in Blitar and Malang; an illegal lottery in Tulungagung; commercial sex workers in Tulungagung; public forestry and forestry registration in Bojonegoro; parking rates in Mojokerto; the minimum wage in Mojokerto; the local budgeting system –APBD in Sidoarjo and Malang, river pollution and land reform in Sidoarjo; and the irrigation water supply in Ngawi.
- ***Panduan Penguatan Badan Perwakilan Desa and a Manual of 13 BPD Training Modules.*** This book and its companion training manual has been developed by CARE and the City Forums that they work with in East Java. The provincial government has accepted this book and the CARE/City Forum modules as the basis for training BPDs throughout East Java. CARE has produced 300 copies of this book for review by various interested parties including government, BPDs and civil society. There will be five more meetings with government and civil society to check and revise the book. Once this process is complete the government of East Java will pay for printing 10,000 copies. The funds have been budgeted for in 2003.
- **At the district (kabupaten) and city (kotamadya) levels:**
  - ♦ In May 2002 the government of **Kabupaten Pamekasan** signed a legal document with the City Forum of Pamekasan “Forum Partisipasi Masyarakat Otonomi Daerah” agreeing to fund the City Forum to train all the BPDs in Pamekasan District (178 villages), to a total value of Rp. 475,000,000.

The City Forum in Pamekasan was difficult to form and motivate in the beginning but now they are very active, three months after the first intervention from CARE.

The Forum members were introduced to the BPD training concept by CARE. They in turn showed the system and materials to local government. The local government agreed to fund the training of BPDs in Pamekasan through Forum Pamekasan.

  - ♦ In **Kabupaten Sidoarjo** the Forum was instrumental in establishing a **Women's Crisis Center** in April 2002. aiming to support the thousands of female factory workers in the area who frequently suffer abuse and sexual harassment in the area where Marsinah was murdered for her labor activism in 1993, this Center has backing from the Bupati's wife, Emy Susanti, who is also a well-known academic and activist. The Center now has financial support from the local government for the next three years of operations, and will deal with issues relating not only to female workers directly but also their children and child workers.
  - ♦ In **Desa Emersari, Kabupaten Sidoarjo**, an ex-Village Head tried to sell off 4.6 hectares of community land and replace it with the same amount of non-arable land. The local

community reported this to the Forum, which brought it to the attention of the DPRD and local government, and after 6 months agreement was reached to allow the village to keep its fertile land in December 2001.

- ♦ Also in **Kabupaten Sidoarjo** the Forum has been involved in **environmental advocacy** in connection with a leather factory which employs 3,500 workers and produces 12 tons of toxic waste daily. The waste is affecting public health in the area, and lead accumulation in nearby streams has reached 10 times the acceptable level. Community protests have not yet resulted in efforts by the factory to remove the harmful chemicals from its waste, however the Forum has been asked to intervene by the affected communities and the Kabupaten government. So far there have been 7 meetings to discuss the problem with representatives from the district legislatures, government, the leather factory and the Forum, and while the process continues it is clear that the Forum has successfully raised the issue of toxic waste with local government.
- ♦ In **Kabupaten Mojokerto** the Forum was able to review the **APBD (budget)** with the local government, noting that while the plan included Rp 500 million for poverty alleviation but with a weak strategy. To improve the strategy, the Forum brought together 23 local government staff with 3 village leaders, 40 CSO representatives and 4 DPRD members in a series of meetings, developing a work plan and a strategy which was then reviewed by Kecamatan officials throughout the Kabupaten. 80% of the strategy was accepted, and now the technical team for implementing the strategy includes one Forum member.
- ♦ In **Kabupaten Tulungagung** the activities of a ceramics factory caused cracks in the walls of more than 70 homes. The Forum was able to resolve the conflict in March 2002 and helped the community to obtain compensation.
- ♦ In **Kabupaten Malang** the government's water supply company, PDAM, raised the price of drinking water from Rp. 400 per cubic meter to Rp. 800. After the intervention of the Forum it was agreed to hold the price at Rp. 400.

**Capacity building.** CSSP/CARE offers City Forums a menu of technical assistance interventions from which each group identifies its own priorities. This menu includes: strategic and participatory planning, monitoring and evaluation, reporting, documentation, fundraising, financial management, facilitation, advocacy, conflict resolution, legal drafting, budgeting (APBD), and democratic principals. Forums are also trained in how to conduct a public hearing and how to lobby government effectively. The results of these interventions can be seen in the above impacts.

#### **B4e. Village Representative Councils (BPDs)**

**Background.** CSSP has identified five CSO partners who are working towards supporting the development of democracy in the village through BPDs. These organizations are:

- PRIMA, Ngawi (grant program started May 2002)
- LPKP, Malang (grant program started June 2002)
- YPSM, Jember (grant awaiting signature at USAID)
- Bina Swagiri, Tuban (grant awaiting signature at USAID)
- PPOTODA, Universitas Brawijaya, Malang (subcontract for research and information publication on laws and regulations concerning the village)

These groups are working with the BPDs in terms of capacity building, focusing on:

- Human resource capacity in general: lack of administrative, management and financial ability, combined with lack of time and the incentive of reward
- Lack of awareness of role, function and duties

- Resistance by established Village Head (Kepala Desa) and officials (Perangkat Desa)
- Lack of capacity to draft village regulations (Peraturan Desa or Perdes) and the development planning budget (APBDes).

**Program objective.** The BPD program supports the role of these representative councils in village-level democratization, as well as the networking of BPDs at the subdistrict and district levels. These groups have been brought together on four occasions since September 2001. Following group organizational capacity building interventions from CSSP (See MIRPP under PO 2, Section II J), they became a test case in April 2002, and have begun a long process of sharing and networking intended to lead to mutually reinforcing interventions by MIRPP partners for each other in a sustained manner.

**Program impact.** This program began in September 2001. Although these partners have had little time to achieve much impact in their respective programs, the MIRPP process has been used effectively with this group and is starting to pay dividends.

Synergies so far between CSSP's partners involved in both BPD training and MIRPP include:

- Bina Swagiri, Tuban invited Pak Ibnu from PPOTODA as a resource person for a training course for the Forum Komunikasi BPD on February 26 2002 and April 26 2002. He led sessions on the legal framework surrounding the village and on drafting village regulations, piloting the materials CSSP had contracted PPOTODA to produce.
- Bina Swagiri's workshop in April reached BPD representatives from 25 villages.
- PRIMA Ngawi invited LPKP Malang to facilitate training in Ngawi on Participatory Planning and Gender Awareness.
- The module produced by PPOTODA has been circulated amongst MIRPP members and a wider network of partners involved in village democracy programs.
- A year from now, CSSP expects to see these partners meeting routinely, with or without grant funding, and exchanging not just ideas and issues but also resources and technology. Examples might include one partner assisting another to set up a website, another learning new accounting systems by sitting next to a colleague from another organization for a week, another giving input on journalistic skills to a partner engaged in producing a community newsletter.

## **C. Aceh Province Impact Findings**

### **C1. Provincial Context**

Aceh is a province of 4.5 million people located on the northern tip of Sumatra. During the past 26 years, politically influential movements within Acehnese society, including armed groups, have waged a low-grade battle for secession or at least for a greater degree of autonomy from Jakarta's centralizing rule. In the nine years of martial law from 1989-1998, when Aceh was officially designated a *daerah operasi militer* (military operations area, DOM), these resistance movements became radicalized. Suharto's departure and the prospects under his successors of greater decentralization, more political autonomy for the regions and even, conceivably, outright independence, further stirred such secessionist sentiments.

The violence in Aceh has been acute for more than a decade, accounting for more than ten thousand lives lost. It appears to be both vertical (between the state and the local people) and horizontal (between different sectors of the Acehnese population). Outside observers and local participants are divided as to whether the continuing unrest is worsening, diminishing or neither. Meanwhile grievances nursed by the people of Aceh as a result of what they have suffered at the hands of the Indonesian military, police and fellow Acehnese, fuels a vicious circle of anger and retribution.

The need to reduce this circle by taking steps to curb human rights violations is one of the most important facing activists promoting peace in Aceh. In their view perpetrators of human rights need be identified, arrested and taken to court, and ordinary people need to be educated about their rights as citizens and about the harmful spiral of violence that can be occasioned by systematic human rights abuses.

Despite the formal revocation of DOM in 1998, human rights violations have continued unabated since then, and therefore remain the key distinguishing characteristics of Aceh. The lifting of the DOM did however create the much-needed space for civil society movements. This period therefore saw growth of the CSO sector, mainly in number. The general focus of contemporary Aceh CSOs is on conflict resolution, democratization, protection of human rights, the use of non-violence means, and economic improvement.

Aceh is one of the most resource-rich regions in Indonesia. The declaration of martial rule created the perfect cover for the exploitation of this natural resource base. It is well-known for example, that the military enjoys extensive shares in the illegal logging industry and many legal logging companies granted the sought-after logging concessions are known to be owned by military generals. To understand the dynamics within this region, it therefore becomes necessary to look at these various interrelationships, particularly between security, economic and the environment sectors.

CSSP's goal in Aceh is to reduce conflict in this crisis area, support measures that contribute to the prevention of further conflict and assist those upholding civil and human rights, especially where those rights are being systematically violated. To this end, CSSP provides assistance in Aceh within the following thematic areas:

- Advocacy for and protect of human and civil rights of local citizens.
- Addressing the special needs of women and children as victims of the conflict.
- Empowerment of local communities towards the participatory management of local natural resources.

## **C2. CSSP Activities in Aceh**

The first ever CSSP-managed grant was awarded in Aceh to the Coalition of Human Rights NGOs , Koalisi NGO HAM, in June 2000. In all, four CSSP grant programs have been implemented in Aceh:

- Advocacy Program for Natural Resources Management through Civil Society Development, with Walhi Aceh. To be completed in October 2002.
- Empowering the civil society capacity and the traditional institution (Panglima Loat) for sea conservation in coastal areas of Aceh, with Yayasan Rumpun Bambu Indonesia (YRBI). To be completed in September 2002.
- Human rights monitoring and advocacy program, with Koalisi NGO HAM Aceh. Now in the process of closeout.
- Violence against women, particularly on legal aid service for women victims of domestic violence, with LBH APIK Aceh (Legal Aid Institute of the Indonesian Women's Association for Justice). To be completed in January 2003.

## **C3. Overall Aceh Program Impacts**

Through its support to these partner organizations, CSSP has contributed to strengthening civil society in Aceh and progressed significantly towards achieving its four program objectives for the province. Impacts can be grouped into three general areas:



- Increased awareness of human rights
- Increased political space for civil society participation
- Strengthened capacity of a core group of Acehese CSOs and their extensive partner networks

### **C3a. Increased Awareness of Human Rights**

Since the commencement of talks between the Gerakan Aceh Merdeka (Free Aceh Movement, GAM) and the Indonesian government in May 2000, and the subsequent opening up of political space, human rights activists have worked towards an increased awareness of human rights across the spectrum and to foster a culture of respecting the aforesaid rights. CSSP has made a significant contribution to these efforts, which thus far have helped bring about the following changes:

- A growing recognition of the role of broader civil society in securing a lasting peace, including their planned inclusion in the All Inclusive Dialog as a follow up to the latest peace talks between the GAM and GOI in May 2002.
- A growth of human rights awareness among civil society members.
- A formal recognition from the GOI on issues of human rights violations.
- Civil society members are now more likely to challenge human rights abuses.

CSSP's role in helping create this increased awareness of and respect for Human Rights includes the following activities:

- Visible monitoring of violations by Koalisi served as a check against human rights abuses.
- Increase of human rights violation reporting by victims and their families to Koalisi, illustrating the growing confidence of civil society in asserting their rights.
- Continuous efforts of legal challenge on human rights violations on high profile cases taken to court by Koalisi for a legal standing.
- Koalisi and its partners maintain a database on human rights violations.
- Koalisi has been included on list of participants in the preparation meetings for the scheduled All-Inclusive Dialogue slated for 2003 in Aceh.

### **C3b. Increased Political Space for Civil Society Participation**

With increased activity by civil society has, slowly, increased its profile and credibility with outside parties, including government and the private sector. Evidence of this is witnessed by the fact that :

- NGOs are now more visible in the public arena compared to the pre-DOM era.
- NGOs are called upon by provincial authorities to provide input on local legislation.
- Government shows growing responsiveness to CSO advocacy campaigns.
- Human rights NGOs are recognized in raising and addressing human and civil rights abuses.
- NGOs are actively engaged in mediation in local level conflicts.
- There is increased space for the development of civil society movements.

CSSP's role in helping create this increased political space for civil society participation includes the following activities:

- Increased grassroots campaigning against harmful environmental practices, resulting in a limited number of concessions by government and private sector. E.g.: successful campaign by Walhi and its partners resulted in the declaration of a moratorium on unregulated logging in national parks.
- Increased role in the legislation process with Koalisi drafting one regulation on human rights violations, and Walhi Aceh drafting and inputting on 9 local environment-related regulations to

be discussed before the DPRD. These inputs from Walhi on environment related-regulations were actively solicited by the local government.

- Inputs from Koalisi on conflict resolution and support for human rights victims were solicited by the local government.
- Research has been conducted mapping incidence of environmental degradation and the results has been broadly disseminated by Walhi Aceh.
- Walhi Aceh has helped establish new community-based organizations that are now working on environmental advocacy issues at the kabupaten level.

### **C3c. Strengthened Capacities Among a Nucleus of Acehnese CSOs**

The core group of influential CSOs in Aceh – mostly based in Banda Aceh but with programs across the region – now has increased capacity to advocate on behalf of civil society on a range of critical issues. This is evident among CSSP's grantees and their network partners by their demonstrating:

- Clearer articulation of public policy issues and solutions
- Greater ability to develop sound civil society programs
- Greater ability to manage such programs
- Greater ability to implement such programs

CSSP has contributed to the strengthening of these CSOs through its management, financial and program training, as well as its informal hands-on mentoring of CSO staff members. Organizations' increased capacities is illustrated by:

- Improved management systems now in place within these organizations.
- CSSP grantees serve as regional resource points to the broader NGO community in the region.
- The human rights database developed and maintained are regularly accessed by external parties (e.g., media, embassies, international NGOs).
- Activities of the Walhi Aceh and Koalisi are regularly featured in local, national and international media.
- Walhi is in the process of developing a GIS database.
- Strengthening of local/kabupaten level CSOs in the region that have been supported through the grant managed by Koalisi and Walhi Aceh.
- The leading role of activists in Koalisi and Walhi Aceh in the planned regional NGO integrated strategic plan initiative scheduled for August 2002.
- Both of these network organizations are increasingly acknowledged to be the leading civil society experts in their respective fields of human rights and environment. (e.g., Koalisi's work earned it a Human Rights Watch Award in 2001).
- Qualitative change in the nature of advocacy campaigns, from protest to constructive engagement-mode, hence yielding increased positive outcomes as illustrated by the declared moratorium on illegal logging.

### **C4. Detailed Impacts of CSSP Grants and Other Assistance**

The impact profiles below offer details on two CSSP grantees in Aceh. These profiles present the specific contributions CSSP and its partners have made to the provincial impacts described above.

#### **C4a. Grant with Koalisi NGO HAM Aceh: Advocacy for Human Rights in Aceh**

**Grant objective.** The grant sets out to enable Koalisi and its constituent members to provide a support structure for citizens of Aceh whose human rights are violated. Koalisi further aims to serve

as a pressure group and coalition builder committed to bring an end to the pervasive human rights abuses that have characterized Acehese society during the last decade.

**Program impact.** Through the activities of its six regional human rights posts (PBHAMs) and its central legal aid branch in Banda Aceh (TPKA), Koalisi's primary activity is that of a human rights violations monitor. To this end, they currently hold the most comprehensive database on the incidence of human rights violations in the region. The Koalisi officials and its network of volunteers actively collect some data. However, by and large, Koalisi rely on the victims of human rights abuses and their families to approach the organization to report the incidents.

This is no mean feat given the military response to these activities. At some of the regional human rights posts, Koalisi have opted to remove the organizational name board from the building in an effort to avert police harassment. The community members who approach Koalisi are likewise often intimidated and threatened by the military. There therefore exists a tremendous disincentive to report to Koalisi. Despite this, 2,628 incidents have been reported to Koalisi over the last year, illustrating the confidence of people in the work of Koalisi.

At times, Koalisi's local posts take on an even more active role in the ongoing conflict. In April 2002, GAM released into the hands of PBHAM Aceh Timur nine students (eight girls and one boy) who had been detained for three months. This Post established through CSSP and Koalisi has been leading the process of liberating the abducted students who, according to GAM, were being used as spies by the military. PBHAM Aceh Timur is currently housing some of these students, since their parents are afraid repercussions from the military if they return home. Three of the female students were apparently raped, and the PBHAM has attended to numerous issues including: release negotiations, security, housing and feeding, and trauma counseling for the victims.

Koalisi's database of violations is generally regarded as the most credible source of human rights data for this area, and the organization is regularly approached for information from a range of local NGOs, embassies, journalists and international NGO's. The valuable role played by Koalisi has further been acknowledged in November 2001 when Koalisi was awarded the Human Rights Watch award for "Human Rights Defenders".

The Koalisi members have also established themselves as a respected resource people in the field of human rights. To this end, Koalisi has been included in the delegation of 13 civil society representatives to prepare for the historical 2003 "all-inclusive dialogue" peace talks, mediated through the Swiss Henry Dunant Center.

The current list of 21 *qanun* (local regulation) under consideration by the DPRD does not include a single reference to human rights protection. To this end, Koalisi is lobbying the DPRD to include a regulation on compensation for human rights violation victims and their families. Koalisi has taken the lead in drafting this *qanun* which the government also supported.

**Capacity building.** Koalisi suffers from governance and management problems and increased co-ordination would undoubtedly increase the potential impact of their activities. This has been acknowledged and steps have been put in place to deal with it. The recent evaluation commissioned by CSSP has proven particularly useful and has been used as a basis for management restructuring.

#### **C4b. Grant with Walhi Aceh: Advocacy Program for Natural Resources Management in Aceh**

**Grant objective.** The objective of the grant is to assist Walhi in its program to empower local people to participate in responsible natural resource management. The grant focuses primarily on building capacity of both Walhi and its network partner organizations. It also sets out to mobilize local communities by building civic awareness around issues of environment and democratic participation.

**Program impact.** Walhi's primary activity is the support and development of a range of local environmental networks comprising of local NGOs that have developed grassroots community based organizations. When this grant started in October 2000, they were working with a total of 25 partner organizations, while the CSSP funding was in support of work with 16 of these organizations operating within the grant focus area. Walhi's role has been that of support, training and facilitating networking amongst the NGO's representing diverse regions within the Aceh province. In three cases, Walhi was instrumental in the establishment of the organization.

The main indicator of increased capacity of Walhi Aceh network members is the development of a more sophisticated means of engagement with the state and corporate sector. Historically the expressions of discontentment had taken the form of confrontational politics. The skills gained through the capacity building initiatives of Walhi has directly influenced the outcome of a more nuanced constructive engagement around issues of protest and has in turn resulted in an increased resolution in cases of conflict.

Walhi Aceh's most successful campaign to date has been a lobbying of government for a moratorium of unregulated logging in the national parks areas. A temporary moratorium was finally declared by the governor with the objective of creating a regulated logging environment. Walhi has been asked to input into the proposed regulation by the governor.

The organization and its partners are well known in the region and the data and other publications produced by the organization are deemed a credible information source. The activities of Walhi and its partners are regularly featured in the local and national media. Since the start of this grant, the project and its activities had featured 91 times by the print media alone.

Walhi is further engaged in influencing and actively participating in legislative processes of the DPRD. They are currently working on the drafting and inputting into 9 laws. DPRD members acknowledge the role of Walhi and actively solicit their input on relevant legislative measures.

In cooperation with the local Syiahkuala University, Walhi has carried out the much needed research documenting the extent of environmental degradation in this region. The output of this activity has been a series of 3 research reports focusing on marine life, forestry and pollution respectively. The findings are being presented to a multi stakeholder audience in a range of 3 focused seminars of which one has already taken place.

**Capacity building.** Through a range of internal capacity building programs, Walhi has also strengthened its own institutional capacity and that of its partners. Partner organizations are now better placed to tackle local environmental problems.

Walhi is now in the process of developing a geographic information system (GIS) database for the specific use of mapping Aceh environmental problems. Once it is completed, this GIS will serve as a regional resource to other CSOs and stakeholders and may have income-generation potential.

## **D. Papua Province Impact Findings**

### **D1. Provincial Context**

The distinct cultural and linguistic diversity of Papua, along with its mountainous terrain, colonial history and controversial integration into Indonesia distinguish this province from the rest of Indonesia. During the New Order, Papuan traditions were suppressed, natural resources exploited and human and civil rights ignored. When conflicts arose between natives and immigrants – Indonesian and others – the response from government was often harsh. Most recently, the latent independence movement has gained momentum in the wake of Indonesia's overall political transition.

Indonesia's move to a more democratic, decentralized system has been particularly difficult in Papua. Violent ethnic and religious conflicts emerged and government security repression continued as

during the New Order. The Government's recent decentralization initiative faces an extremely weak and discredited local Papuan government. The long marginalized Papuan majority seek a return to traditional adat law and institutions, but after decades of inactivity, they are weak and ill-equipped to the challenges of the modern world.

Many new CSOs have emerged to address these challenges. However, most suffer from Papua's weak human resources capital, and they lack the basic skills in programming, advocacy and management they need to carry out their mission. Many of these organizations seek to support traditional Papuan 'adat' institutions, advocate for human and civil rights and represent community interests in the exploitation of the province's resources.

It is in this context that the CSSP Papua program operates. CSSP's goal in Papua is to engage marginalized communities in peaceful political and social processes. To achieve this goal, CSSP provides assistance under three specific objective areas:

- Improve local capacity to address existing and future sources of conflict in local communities.
- Protect the human and civil rights of local residents and clarify the legal basis for those rights, including under adat laws.
- Enhance local governance through strengthening representative local institutions and promoting citizen participation in the political process.

## **D2. CSSP Activities in Papua**

Following an initial series of information gathering and program discussion trips in 2000, the first CSSP-funded assistance in Papua took place in February 2001. Soon thereafter, the first grant in the province was awarded in April 2001.

Four CSSP grant programs are now being implemented in Papua, and a fifth was recently completed:

- Campaign on the Value of Religion and Equality to Create a Peaceful Multi-ethnic Society, by Forum Kerjasama LSM Papua (Foker LSM). Completed May 2002.
- People's Advocacy to Reduce Human Rights Violations in Papua, with Aliansi Demokrasi untuk Papua (AIDP). To be completed in October 2002.
- Democratic Empowerment of the Citizens of Fakfak, by Lembaga Pemberdayaan Ekonomi Rakyat (Elpera). To be completed in January 2003.
- Creating a Network of Adat Institutions to Resolve and Prevent Social Conflicts, by Lembaga Pengkajian dan Pemberdayaan Masyarakat Adat (LPPMA). To be completed in November, 2002.
- Legal and Human Rights Education for Adat Communities, by Yayasan Sosial Bina Mandiri Utama (Yabimu). To be completed in September 2002.

In addition to these grant programs, CSSP provides technical and organizational development assistance to Papuan civil society through its Capacity Building unit (PO 2) and Special Activities Fund. On several occasions, CSOs receiving this assistance have been CSSP grantees. In others, these interventions have been used to identify potential grantees for longer-term assistance. Sample non-grant activities in Papua have included:

- **Capacity building for human rights CSOs.** A two-week organizational assessment and strategic planning course in Sept-Oct 2001 for 8 prominent Papuan CSOs active in supporting

human rights across the province. This initial activity was followed in April 2002 by training of trainers from CSO staff in conflict resolution methodologies.

- **Training and network strengthening for regional peace building CSOs.** A series of short-term activities to support the Office of Justice and Peace (SKP) in the Papua Diocese to address political education, rights information, context placing for adat communities in Papua's vast interior – the *pedalaman*. CSSP-supported programs began in September 2001 and have continued regularly since then.
- **Conflict reduction and peace building training for adat groups in Manokwari.** In July 2001, CSSP worked with legal rights CSO LP3BH to bring together a large contingent of adat and community leaders from Manokwari and other kabupatens to be trained in conflict management, building inter-community networks and peaceful advocacy for adat rights.
- **Organizational assessment and strategic planning with Yayasan Hamak.** CSSP facilitated an organizational self assessment in July 2001 for this new human rights and anti-violence CSO led by Mama Yosepha Alomang, the internationally known community rights leader in Timika.

### **D3. Overall Papua Program Impacts**

Over a period of just 18 months, CSSP has significantly strengthened civil society in Papua and has made progress toward achieving its three program objectives for the province. Impacts can be grouped into four general areas:

- Improved environment for democracy and sound governance
- Greater role for CSOs in resolving conflicts and influencing the political agenda
- Increased capacity among an influential group of Papuan CSOs
- Expanded information and opportunities for marginalized communities at the local level

Each of these CSSP impact areas for Papua is presented briefly below, and details of individual CSSP activities are provided in subsection D4.

#### **D3a. Improved Environment for Democracy and Sound Governance**

Over the past 18 months, a broad effort has been made by democratic activists and reformists in Papua to improve the environment for democratic practices and sound governance, often with assistance from USAID and other donors. CSSP has made a significant contribution to these efforts, which thus far have helped bring about the following conditions:

- Papua is more stable now than it was two years ago; there is less conflict.
- Politically, there is less polarization and more space for dialogue and accommodation.
- Papua has been designated as a special autonomous province.
- Adat law is being recognized as a legitimate structure for village or kampung governance.
- New adat institutions are being formed to represent traditionally marginalized communities at various levels of society and government.

CSSP's role in helping create this improved environment for democracy and sound governance includes the following activities:

- Public service campaigns with Foker LSM regarding tolerance and good governance.
- Civil society-local government collaboration in Fakfak via Elpera.
- Human rights conflict mapping and awareness in five kabupatens with AIDP.
- Strengthening adat institutions in four kabupatens with LPPMA and Yabimu.
- Training and development of peace building messages with SKP.
- Organizational development of Yayasan Hamak in Timika.

### **D3b. Greater Role for CSOs in Resolving Conflicts and Influencing the Political Agenda**

With increased activity by civil society have come increased CSO profiles and credibility with outside parties, including government and the private sector. Evidence of this is witnessed by the fact that Papuan CSOs are:

- More engaged in the public arena at provincial and local levels.
- Called upon to help provincial authorities form new adat institutions.
- Recognized in raising and addressing past human and civil rights abuses.
- Relied on to help resolve specific conflicts peacefully.
- Engaged in making decentralization work in the Papuan context.
- Becoming increasingly involved in setting the terms by which private resource extraction companies operate in Papua.

CSSP has contributed to increased space and voice for Papuan civil society through the following activities:

- Association with, and assistance to the majority of influential CSOs that address human rights, conflict resolution, adat institution strengthening and local governance in Papua.
- Support of research and advocacy campaigns focused on human and civil rights, conflict resolution, adat community empowerment and local governance.
- Support for Foker LSM public service campaigns that have resulted in greater use of radio and TV programming for airing human rights and conflict issues, and more generally for raising important public policy issues.
- Implementation of CSO-Pemda programs in Fakfak to initiate collaborative development planning, via Elpera.
- Advising a coalition of CSOs in how to address large-scale resource extraction planned for the Tangguh region in Bintuni Bay.

### **D3c. Increased Capacities among an Influential Group of Papuan CSOs**

The core group of influential CSOs in Papua – in Jayapura and around the province – is becoming more capable of carrying out their civil society role. This can be seen among CSSP's partners by their demonstrating:

- Clearer articulation of public policy issues and solutions
- Greater ability to develop sound civil society programs
- Greater ability to manage such programs financially
- Greater ability to implement such programs

CSSP has contributed to this strengthened group of CSOs through:

- Capacity building and conflict reduction and peace building training to all of the major human and legal rights CSOs in Papua.
- Strengthening the provincial networks of several leading CSOs, including SKP, Foker LSM, LPPMA, LBH and Yasanto.
- Hands-on mentoring of CSO staffs in program and financial management.

### **D3d. Expanded Information and Opportunities for Marginalized Papuan Communities**

With the opening of political space in Indonesia in 1998 have come opportunities for adat and interior communities in Papua once again to express their beliefs, customs and laws. Much of this expression has been through attempts to rebuild *lembaga masyarakat adat* (adat community institutions, or

LMAs). Others entail educating community members about adat laws, demanding recognition of rights from government and engaging with the broad array of external political and social institutions.

CSSP has expanded these new opportunities at various levels of society through the following interventions:

- Use of conflict mediation techniques to resolve violence between two Papuan tribes in Timika.
- Establishment and functioning of five adat councils in Kabupaten Jayapura.
- Establishment and functioning of an adat community alliance in Kabupaten Nabire.
- Creating a network of conflict mediators in the Baliem Valley, Kab. Jayawijaya.
- Creating a network in Kabupaten Fakfak used for bottom-up planning.
- Intervention by AIDP to help resolve specific human rights-related conflicts in three locations where they have carried out their mapping research.
- Completion of an assessment of adat communities and their opportunities for developing bottom-up representative institutions to protect local rights and customs.

#### **D4. Detailed Impacts of CSSP Grants and Other Assistance**

A detailed discussion of the impacts of the most significant grant, SAF and capacity building activities in Papua follows. It offers specific evidence of CSSP's contribution to the overall impacts described above.

##### **D4a. Grant with AIDP: People's Advocacy to Reduce Human Rights Violations in Papua**

**Grant Objectives:** The grant objectives, awarded to AIDP in February 2001, are to:

- Map human rights violations and associated conflicts in five kabupatens from 1995-2001.
- Disseminate and discuss the results publicly, with a focus on how to move forward to educate the public, government and security forces about human rights and prevent future violations.
- Train impacted communities in the five kabupatens in how to identify, deal with and advocate on human rights violations and prevent future violations.
- Conduct an intensive human rights awareness and advocacy in one kabupaten that has suffered from recent conflicts.

**Program impact.** The grant is 50% completed. AIDP has mapped human rights violations and associated conflict in five regions and identified 74 specific cases. In most cases, these were known to local and provincial activists. However, in some cases they were either relatively new or unreported, and the AIDP research was the first opportunity to bring these rights-related conflicts to light. For example, a series of attacks in Kimaam in Merauke by security forces following protests by fisherfolk communities against illegal fishing fleets from other countries operating in their waters.

For all of the 74 identified cases, AIDP provided unprecedented statistical information and analysis of the locations, motives, methods, victims and perpetrators of the human rights violations and conflicts involved. As the report was being finalized for formal publication, AIDP held a one-day seminar to present their findings and begin the process of awareness and advocacy about the cases they researched. Participants in this seminar – held just a few weeks ago – included leaders from impacted communities, human rights CSOs and representatives from government, police, military and most major local media organizations.

The seminar and mapping report were widely reported by Papuan and national newspapers (e.g., *Kompas*), radio and television. Local CSOs commented on the importance of this research and its dissemination. The week after the seminar, the Deputy Governor of Papua, Constan Karma, officially



cited the results and data from AIDP's research as driving forces behind the establishment of a human rights court and local human rights commission in Papua – as called for by the recently enacted Special Autonomy Law for the province.

AIDP's final report will be widely disseminated, including to the local governments and the media. This will be followed by the training and education in five conflicted areas, and an intensive human rights awareness and advocacy campaign in one location. The training and education activities will draw on the real-life case studies researched, to ensure their relevance to local communities.

Aside from raising awareness about human rights violations in Papua, AIDP has already intervened in three cases, as follows:

- Following the exposition of the Kimaam case in Merauke, AIDP has been asked by village residents to take up their case with local government, judicial and police authorities. AIDP is currently liaising with Pemda and local CSOs in Merauke (including LBH and SKP) to address the needs of these fishing communities.

In another notable development from Merauke, the district police command (Polres) has cooperated extensively with the AIDP team and is now providing additional detailed information from its records regarding many of the conflicts identified by the mapping team in that kabupaten.

- In the central mountain kecamatan of Bokondini, Kab. Jayawijaya, AIDP intervened on behalf of a community they were interviewing for their research. Village members wanted to lower the Bintang Kejora independence flag from their public square due to fears that its presence would serve as a flashpoint for violence between security forces and OPM/TPN independence fighters. Such conflicts had occurred frequently in the region with extensive loss of life. AIDP agreed to serve as a liaison and mediator and raised the issue with the pro-independence Presidium leadership in Jayapura. As a result of AIDP's efforts, the Presidium issued a letter to the village leadership and local Panel saying the flag could be lowered without reprisal.

AIDP's program promises to show further impact in the months ahead. The awareness and education training materials have already been prepared and coupled with relating the theory with the actual conditions in the selected regions, it promises to improve capabilities and skills of local people in areas of conflict.

**Capacity building.** CSSP has played a significant role in raising the profile and capabilities of this CSO, which is just two years old and staffed by former student activists with little firsthand experience running an NGO. AIDP credits CSSP with significantly improving its credibility with the local government and within the CSO community. Financial management systems were non-existent before CSSP support. In addition, CSSP advice helped develop AIDP's human rights profiling and mapping skills – an integral part of its grant program.

#### **D4b. Grant with Foker LSM: Campaign on the Value of Religion and Equality to Create a Peaceful Multi-Ethnic Society**

**Grant objectives:** The objectives of this grant, which ran from June 2001 to May 2002, were to:

- Nurture an understanding that civilized, democratic life in Papua can only be achieved through the principles of peace, justice and human rights.
- Encourage behavior among community leaders, government and security forces that values religion and human equality in the building of democracy and a multiethnic society.

- Reduce the incidences of violence and other actions against human equality that use the symbols of religion and ethnic identity.

**Program impact.** The impacts of this recently completed grant are broad and substantial. Foker mounted public service campaigns against violence and for acceptance of a multi-ethnic, and multi-religious society. Two general mechanisms were used to raise awareness: 1) public service announcements and awareness materials; and 2) interactive dialogues on radio and television. Primary activities took place in four kabupatens and one kotamadya: Jayapura, Manokwari, Merauke and Sorong. However, the reach and impact of the program went far beyond these four districts alone.

For the awareness materials, PSAs were placed in print and electronic media in Jayapura and Sorong, and brochures, leaflets and stickers were distributed in all four program kabupatens. In addition, T-shirts with printed messages of peace were handed out, in some cases using local languages of the kabupaten involved. Banners were also hung at strategic locations and events. Indicators of impact for this portion of the program included:

- The police in Jayapura have subsequently used banners as part of their public order campaigns. For example, one banner recently hung by Polres Jayapura across the main road downtown stated: “Let’s Make Papua a Zone of Peace” – practically a verbatim repetition of the core Foker slogan of “Papua Zona Damai” (Papua Peace Zone).
- One of the largest church-based mass organizations in Papua, Gereja Kristen Injili (GKI), has officially adopted this same peace slogan (Papua Zona Damai) for its own campaign, following the success of Foker’s messages across the province. GKI’s messages are being disseminated through the sermons given by pastors in congregations across the province.
- The Adat Community Alliance in Papua (AMAN) asked Foker to order more T-shirts with peace messages and said they were willing to pay for their production, noting that the messages contained “powerful spirit” to help reduce tensions.

For the public dialogue portion of their program, Foker initiated regular open discussions on the positive value of religion in building a civilized society. They ran broadcasts of these interactive dialogues on public radio, involving traditional adat leaders, academics, government, community organizations, activists, political parties and others. These dialogues were conducted once a month for 12 months, with Papuans calling in to voice their opinions. For most participants in nearly all kabupatens it was the first time they had the opportunity to express their ideas, concerns, fears and even anger in a forum that included representatives of the state.

Foker also organized interactive dialogue on public television about methods of resolving conflicts in Papua, with military, police, religious, and community leaders, along with the press. Overall, these dialogues were considered highly successful. Indicators of impact include:

- In Sorong, during the months of the Foker program, religious and ethnic-based violence in and around the main city markets decreased significantly. During this same period, however, normal criminal activity remained constant, suggesting that the Foker messages of ethnic tolerance were having an impact.
- Representatives from a newly forming inter-religious forum in Papua have been meeting at Foker to solicit advice on how to create their own public forum to discuss peaceful relations among Papua’s Catholic, Christian and Muslim populations.
- Both the police and local government in Jayapura have begun to use radio dialogues to publicize their programs, having recognized the usefulness of this media as an educational tool.

- Local government participation in dialogues increased steadily as the program was implemented. In the end, governments from all kabupatenens recognized the value of participating in these and other, future public dialogues. The Manokwari government paid for two of its staff to fly to and attend the final Foker program workshop in Jayapura in May 2002.
- During the first two months of the Foker program, local Panels (pro-independence branch organizations of the Presidium) in Manokwari, Sorong and Merauke did not take part in these dialogues. However, once the messages started spreading and gaining recognition among Papuans, Panel members from each of these kabupaten took part in nearly all the dialogues over the remainder of the program.
- Following violent incidences in Wasior, Kab. Manokwari, this past year, there was a difficult situation developing among refugees from this conflict area. Many callers phoned into the radio dialogue from both Wasior and the capital Manokwari, and immediately thereafter, the situation was reported to have cooled down significantly – particularly in areas of Manokwari city that had received thousands of incoming refugees from Wasior.

Of all CSSP activities in Papua to date, this grant has had the broadest and most immediate impact. Radio PSAs reached to nearly every kabupaten and kotamadya in the province, with only the interior regions of these districts remaining untouched. The Impact Assessment team met with the provincial Provincial Chief of Police for Papua (Kapolda) to discuss the Foker program. He praised it highly and requested that CSSP continue such assistance. He credits it, along with other measures, as reducing the level of violence in Papua over the past couple of years. The Foker grant itself, provided a public space in which local government and police could interact with the public in a neutral setting.

In fact, one very important and indirect result of this grant program is that the standing of Foker LSM – and of civil society organizations in general – has increased significantly vis-à-vis dealing with the government. The provincial government now regularly asks for its advice on issues relating to peaceful coexistence. For example, Foker has recently been asked to provide specific suggestions of how members should be selected to serve in the newly created MRP (Majelis Rakyat Papua, or Papuan People's Assembly) which is empowered to represent adat, women and community within Papuan provincial governance. Foker staff unanimously stated that their positive collaboration with government had “opened the door” for advocacy and lobbying with government on a range of issues dealing with rights and good governance.

**Capacity building.** Foker is a well-established CSO in Papua, receiving funds from a number of sources, not just CSSP. Yet CSSP has made a unique contribution to strengthening this NGO forum. Before the grant, Foker had little experience with media campaigns against violence and for peace. It is now viewed as the source of expertise in the province on this subject. Financial management was also improved as a result of CSSP support. Foker reported to the Impact Team that the financial software provided by CSSP is excellent, and a major improvement from the manual systems it uses for activities financed from other sources.

#### **D4c. Grant with Elpera: Democratic Empowerment of the Citizens of Fakfak**

**Grant Objectives:** The objectives of this grant, awarded in October, 2001, are to:

- Support participatory decentralization through the reduction and prevention of new conflict in crisis areas.
- Provide support for upholding civil and human rights in Kabupaten Fakfak by enabling Elpera to set up a structure of monitoring, reporting and education programs about participatory decentralization, human rights, and newly drafted legislation.

**Program impact.** This grant is scheduled to end in January 2003 and is only 9 months into a 16-month program. Yet, there are a number of program impacts that can be recorded at this time.

Essentially, the basis for improved bottom up planning has been established for 30 villages within 8 kecamatan (subdistricts) in Kab. Fakfak. In addition, a model of effective, open cooperation between civil society and local government is being implemented. Detailed impacts include:

- Fifteen community development facilitators have been trained as trainers and in community organization and participatory rapid appraisal techniques. These facilitators have subsequently trained 34 local facilitators in development program planning to serve the 30 target villages.
- These facilitators, who are also village residents, are active carrying out a number of new roles in these villages: holding village meetings to identify problems and solutions; analyzing available natural and monetary resources; and now beginning to develop action plans for improving the welfare in the 30 villages.
- A natural resource database has been developed, installed and linked around the program area. Data is being compiled by Elpera and community facilitators and is being shared with residents to help them sell goods in the market more profitably.
- Through its CSSP grant program, Elpera has crafted a new relationship between communities and civil servants, particularly in the area of development planning. In one instance, village-level plans facilitated in the community by Elpera organizers were formally adopted by the local Bappeda office and subsequently formed the basis of decisions regarding local fishing regulations and sharing of economic data with farmers and fisherfolk. Following this success, Elpera has been invited by the local government to facilitate a joint strategic planning session for the government together with local NGOs in Fakfak. Departments that will take part in this planning include: the Regional Development Planning Board, Village Development Directorate, Industry Department, and the Fakfak local parliament.
- The Kabupaten government is eagerly receiving the natural resource and economic data being collected to use for its development planning of the kecamatans in question. In fact, there are regular requests from Pemda for new data, and government departments are coordinating with Elpera to gather and use this information.

**Capacity building.** Elpera is a well-established CSO that had reasonably solid management and accounting systems in place before its grant with CSSP. To be certain, financial management and reporting has improved as a result of CSSP training and regular follow-up by CSSP financial management specialists and grant bookkeepers. However, the most significant capacity that CSSP has developed in Elpera has been in database design, management and maintenance. These skills were developed for Elpera's staff from scratch through a series of apprenticeship, training and hands-on mentoring in the field. As a result, Elpera staff have been comfortably operating and expanding their natural resource database in Fakfak and sharing data with villagers and government alike.

#### **D4d. Grant with LPPMA: Creating a Network of Adat Institutions to Resolve and Prevent Social Conflicts**

**Grant objectives:** The objective of this grant, awarded in August, 2001, is to create and strengthen a network of regional adat councils (Dewan Persekutuan Masyarakat Adat, DPMA) in Kabupaten Jayapura that can help resolve social conflicts and take on a civil society role on behalf of their adat community constituents.

**Program impact.** The program is two-thirds completed. Five adat councils have been established and strengthened with the support of LPPMA, a CSO dedicated to empowering adat institutions and law

in Papua. The five adat institutions being assisted by LPPMA are: DPMA Arso, DPMA Kemtuk, DPMA Namblong, LMA Sentani, and DPMA Deponsero Utara.

Four of the DPMAs are functioning well, while one is experiencing structural problems due to internal conflicts. Council structures, staff configurations and offices have been established with LPPMA guidance. In addition, training has been provided to the DPMA leadership and each functioning council is already addressing conflicts and preventing new ones from arising.

Another important impact is the recognition these DPMAs have received from their constituents as well as from local government, police and other external institutions including donor. In a meeting with the leadership of these five adat councils, the Impact Assessment team learned that specific cases concerning the following issues have been resolved by one or more of the DPMAs:

- Land disputes within and between tribes (marga or sub-suku)
- Land conflicts between adat tribes and neighboring commercial enterprises, such as plantations
- Resource and land management issues between communities and local government
- Labor and marital disputes

Each DPMA council represents several thousand members of local tribes in Kabupaten Jayapura, so approximately 12,000-16,000 marginalized Papuans are being given an ability to resolve conflict through traditional means. Some specific impacts are as follows:

- DPMA Arso, along the border with Papua New Guinea, is now providing an open negotiating space for non-Papuan residents in its region. Recently, the Council helped resolve a dispute between the local coconut palm plantation management and its workers, most of whom are *orang pendatang* – migrants from other parts of Indonesia. This is significant given the historical tensions between local adat communities (indigenous Papuans) and such in-migrants.
- Local government and police in Jayapura now recognize the authority of DPMAs – and the lembaga adat operating below them at the kampung level – to resolve local issues and disputes according to adat law, including criminal matters in some cases. Most significantly, in Namblong, the district court officially deferred its judgment on a land rights case to the DPMA so that the Council could make the ruling according to local adat law. The DPMA's decision was then adopted officially by the court.
- Kehati, the Indonesia Biodiversity Foundation established by USAID many years ago, has been assisting DPMAs in Jayapura via a program managed by LPPMA. Recently, Kehati decided to the management and administration of its programs to DPMAs directly, due to the council's established structure and improved management systems.

**Capacity building.** While LPPMA has significant experience carrying out donor-funded programs, the CSO had not dealt with such strict financial controls before working with CSSP. Over the first half of its grant, financial reporting and accounting has improved significantly. Similarly, the semi-annual performance reports submitted by LPPMA program staff have been increasingly informative.

#### **D4e. Capacity Building for Human Rights CSOs**

In October 2001, CSSP organized a collective organizational self-assessment and planning session for the eight most important human rights CSOs in Papua. Each of these organizations carries out programs around the province – in many cases through local branches. These CSOs are:

- AIDP, a new ex-student based human rights and legal aid CSO
- Elsham, a leading human rights advocacy and investigation CSO, with posts around Papua
- Foker LSM, the leading NGO forum in Papua, with 50 member organizations
- KontraS Papua, the Papua branch of the national victims and missing persons CSO

- LP3AP, a relatively new CSO focused on the rights of women and children
- Pusat HAM, the Human Rights Study Center at the local Cenderawasih University
- SKP Jayapura, Office of Justice and Peace in the Papua Diocese, with branches around Papua
- LBH Jayapura, the Papua branch of the national legal aid CSO, with posts around Papua.

This two-week training program offered an opportunity for participating CSOs to learn about their strengths and weaknesses, and draw up action plans for meeting priority needs. Stress was placed on networking, identification of overlapping programs and comparative advantages of each CSO, and drawing on internal expertise to help meet future capacity needs.

There were two primary impacts from this assistance. First, the participant CSOs have increased somewhat their inter-coordination of human rights-related programs. At the same time, each CSO admits they could – and would like to – do more in this respect. Second, responsibilities for identifying follow-up trainings, planning sessions or other organizational coordination were divided among the groups, based on the priority organizational needs identified during the assessment. The first such activity was a training of trainers in conflict resolution, which was presented to CSSP by the CSOs early the following year (see below).

#### **D4f. Conflict Resolution Training of Trainers for Human Rights CSOs**

Using the results of the assessment completed the previous year (see above), the eight human rights CSOs drew up an action plan for meeting their priority capacity needs. One priority activity was conflict resolution training of trainers for key program and field staff of these organizations.

The purpose of this training, carried out by CSSP in April 2002, was to raise the capacity of human rights CSOs and their staffs in Papua to recognize, deal with and where possible prevent conflicts among their constituent communities. In addition, it was hoped that those undergoing this training will be able to pass on their expertise to other CSO personnel and community leaders.

By all reports, this was an exceptional training program, and the participants highly valued the methodologies and materials provided. The Impact Assessment team found several instances where new skills were already being used constructively, just two months after the training was provided. For example:

- In June 2002, an incident took place in Timika in which a man from the Amungme ethnic group was killed by an individual from the Biak ethnic group. Tensions rose considerably immediately thereafter and there were concerns for horizontal conflict between these two suku and others in the area. To help defuse this situation, two trainees from CSSP's conflict training – Albert Bolang from LBH's Timika office and Budi Setyanto from Foker LSM – convened a community meeting between the two *suku* and used the processes from the CSSP training guide to carry out a peaceful dialogue that significantly reduced tensions among Timika residents.

#### **D4g. Training and Network Strengthening for SKP**

The Office of Justice and Peace of the Papua Diocese (Sekretariat Keadilan dan Perdamaian, SKP) has availed itself of CSSP support in a number of relatively small, but high impact activities beginning in the spring of 2001. This small CSO has branches in Jayapura, Sorong, Merauke and Agats, as well as a more informal network of local community churches in the central mountain regions of Jayawijaya and Puncak Jaya. It is one of the only CSOs carrying out political education, rights awareness and community empowerment among interior mountain communities in Papua. SKP is also recognized by local and international groups as one of the main peace building organizations in Papua, and the CSO has taken the lead in bringing together a coalition of Catholic, Christian and Muslim organizations to advocate for demilitarization and reduced conflict in the province.

The impacts of activities undertaken by CSSP on behalf of SKP have included:

- CSSP teamed with the International Catholic Migration Commission to provide training of trainers for SKP staff and church leaders from around the province. The training dealt with how to deal with communities traumatized by conflict and rights violations. The main outcome of this effort was a core of new trainers that have since used their skills in target *pedalaman* communities around the province (see below).
- CSSP supported the initial rollout effort by three of SKP's new trainees for a trauma counseling workshop for 20 leaders of community, religious and adat groups in the Baliem Valley, Kab. Jayawijaya. This kabupaten had suffered from sectarian violence with dozens of in-migrants killed in October 2000 following clashes between ethnic Papuan residents and Indonesian security forces.

The Wamena training had some important outcomes. First, an organization was established among adat and church leaders across the region to serve as SKP's local branch affiliate and to act as a civil society representative for constituent communities. This organization – the Badan Musyawarah Paroki, or BMP – has been very active and is for the first time helping isolated kampungs interact to share ideas, experiences and address the frequent violence in their midst.

Second, BMP members in half of the congregations spread across the Baliem Valley have held village meetings to talk clearly about basic rights, community needs and the political realities in the province. As a result, numerous village residents – primarily men – have returned from the “independence struggle” to work again in their gardens and provide food for their families.

- CSSP supported the apprenticeship of two SKP branch office staff from Agats (Merauke) and Sorong, to spend one month in the SKP Jayapura headquarters learning about program development, implementation and management, and to gain firsthand experience with the organization’s peace building efforts. Following the return of these staff to their home offices, programs in the Agats branch have been expanded and significantly improved.

#### **D4h. Assessment and Strategic Planning with Yayasan Hamak**

This new CSO is led by Mama Yosepha Alomang, a internationally recognized human and environmental rights leader in Timika. In July 2001, a three-person CSSP team facilitated an organizational self-assessment of Hamak, which focuses on human rights and anti-violence in Kabupaten Mimika and elsewhere in Papua. While Mama Yosepha has been active in fighting for land and environmental rights for many years, Hamak is new and undergoing significant growing pains in terms of its structure, program planning and financial management.

Present at this training were the core staff of Hamak as well as with outside formal and informal advisors from Timika and Jayapura, many of whom are community and women’s group leaders themselves. Much was gained in terms of explaining the organization to its staff and constituents. Numerous recommendations were agreed to, such as restructuring the Board of Directors, instituting procedures for considering and planning programs, developing financial management systems, and focusing scarce resources on priority program areas. It is unclear how many recommendations have been actually implemented, and thus program impact to date is uncertain.

#### **E. Other Focus Province Grant Impact Findings**

The CSSP program also has regional concentration in the Provinces of East Kalimantan, North Sulawesi and West Java. However, only one grant is either completed or almost completed in each of these provinces. Thus there is not yet as much impact as found in Papua, East Java and Aceh.

##### **E1. East Kalimantan Program Impact Findings**

Several grant programs are under development in East Kalimantan, and there have been CSSP efforts in capacity building and advocacy development, described elsewhere in this Assessment. Below is a discussion of impacts from the one grant now being implemented.

##### **E1a. Grant with Leksip: Dialogue, Networking and Worker’s Education in East Kalimantan**

**Background.** East Kalimantan is one of Indonesia’s largest resource-rich provinces with vast logging, mining and plantation operations – all of which have major manpower requirements. Workers have migrated from all over Indonesia, and labor issues play a major role in the social stability and economic prospects of the province given foreign investor sensitivities to labor unrest.

**Grant objective.** The objective of this grant, awarded in April 2001, is to strengthen the Lembaga Konsultasi Perburuhan (Leksip) to be a more efficiently run and transparent organization; influence the content of laws and local by-laws and ordinances on workers’ rights; and inform workers about their work-related rights and obligations.

**Program impact.** Under its CSSP program, Leksip has conducted intensive education campaigns about labor rights. The impact has been the formation of 11 labor unions in Samarinda, Kutai Barat,



Kutai Timur and Pasir. Three are associated with mining, three with palm oil plantations, three with the wood industry, and the remaining two in Samarinda's retail and taxi enterprises.

Beyond educating workers about their rights, Leksip has delivered training on organizational management, political education on specific manpower issues, and techniques for advocacy and negotiation. The first two training programs have been more successful than training in advocacy and negotiation since union leaders in East Kalimantan prefer to use their traditional ways of negotiation.

Leksip also facilitates networking events that permit labor unions to gather with other civil society groups. This has helped raise the awareness about labor rights among non-labor CSOs. Likewise, networking events have given labor leaders an opportunity to broaden their perspectives regarding development problems. One union member confirmed that these events give him more space to share problems and explore solutions.

Leksip campaigns have impacted on the willingness of companies to give greater participation to unions. One labor leader stated that he can now attend labor events without cutting wages and others report that they are more involved in company decision making. According to labor leaders, Leksip often mediates when unions and companies cannot find enough common ground, and is able to resolve 70% of the issues where there is labor-management disagreement, thus avoiding strikes.

Before the grant ends in November 2002, Leksip will facilitate meetings among unions, local government, and investors to discuss actions to address other labor problems.

**Capacity building.** Leksip has a dominant director who is less concerned about CSO management. However, staff capacity has improved, particularly in advocacy and financial management. While receiving support from both the Ford Foundation and CSSP, there have been no problems in accounting for funding from these two donors.

## **E2. North Sulawesi Program Impact Findings**

One grant program has been completed in North Sulawesi, while several others are currently in development. In addition, this province has been the location of several CSSP facilitator training interventions using the Technologies of Participation approach. Below are the details of the one completed grant program in this province.

### **E2a. Grant with Yayasan Dian Sulawesi: Community Strengthening for Conflict avoidance**

**Background.** In North Sulawesi as elsewhere in Indonesia, social disputes and conflicts suppressed during the New Order are now getting freer expression. Disputes arising as a result of ethnic and religious differences, the after-effects of transmigration, and disagreements over civil and land rights are simmering in a number of locations.

These social tensions are aggravated by a perception that the selection and recruitment of local government officials are biased on ethnic and religious grounds. At the village level, an additional source of tension is the official farmers' credit scheme, which is perceived as selectively benefiting friends and family members of government officials.

**Grant objectives.** Yayasan Dian Sulawesi (YDS) aims to reduce conflict and restore lasting peace and stability in the high-risk areas of North Sulawesi. The project aims to empower villagers and encourage them to form village-level organizations so that they are better able to understand and uphold their democratic rights, and promote peaceful solutions to potentially disruptive local problems.

Through building understanding among the people of local communities, and where possible increasing the competence of local CSOs, it is YDS' intention to secure the creation of a network of

trained CSO social pressure groups that can contribute to resolving existing social conflicts and prevent new ones from arising. By promoting an understanding of democracy, pluralism and human rights, YDS sets out to introduce new approaches and policies favorable to peace and stability, including policies enacted by local parliaments.

**Program impact.** This grant was completed in February 2002 and had the following impacts:

YDS conducted 332 regular discussion groups, a training of trainers for 15 field workers, human right training for 30 participants, human right seminar attended by 90 participants, paralegal training for local community organizers in four districts, and conflict resolution training for YDS staff. As part of the awareness building campaign, YDS also published 8 editions of their newsletter, *Lentera Desa*, and hosted 10 episodes of a radio talk show.

The result has been a general increase in human rights awareness resulting directly from the YDS-facilitated training and seminars. After the training, a human rights alliance was formed by the training participants. In this manner, the training served the purpose of both the transfer of tangible skills, and the facilitating of networking between different civil society partners. Moreover, the alliance has taken the lead on advocating on a land boundary dispute case, which has subsequently been brought to the provincial parliament.

This empowerment has also taken place at community level where there is evidence of increased courage and confidence in asserting rights. In some instances, people are now in a position where they are able to directly approach local government institutions without the direct assistance of YDS staff.

**Capacity building.** Staff of YDS have attended several CSSP capacity building programs including: journalist training, conflict resolution training, financial management workshop, PACSA (advocacy self-assessment), strategic planning and fundraising training. Following these trainings and the experience of implementing their grant, all staff are confident to serve as resource persons and facilitators. In addition, YDS' finance staff uses their newfound expertise to provide financial management assistance and training to local credit-saving unions in and around Manado.

### **E3. West Java Program Impact Findings**

#### **E3a. Grant with Dutha Tani: Empowering Farmers in Karawang, West Java**

**Background.** Karawang district is one of Jakarta's satellite regions. As such, it is directly affected by Jakarta's development. Creation of new housing areas as well as city infrastructure and industrial estate development are among the factors that have reduced productive farming lands in Karawang. At the same time, Karawang is a long-established rice-stock center and the main rice supplier to the capital.

**Grant objective.** The objective Dutha Tani's program under CSSP is to have an acknowledgeable farmer organization. At the same time the activities that organized is aimed to develop a critical awareness among the member farmers, both individually and collectively.

**Program impact.** Dutha Tani is working in 307 villages. In 120 of these, the CSO has enabled farmers to form farmers' working groups. It has conducted 3 major training of trainer programs in civic education for community organizers from these 120 villages. These community organizers have undertaken training programs in civic education in each of the 120 villages. Dutha Tani has also conducted a workshop in capacity-building for 120 people, one from each of the 120 farmers' working groups.

Two surveys, one before and one after these preliminary training sessions and workshop, showed an increased awareness among farmers of the value of having a well-organized institution able to convey

their needs to local governments, meaning both executive and legislature. Previously, farmers had been unaware of the fact that New Order organizations ostensibly representing them did not, in fact, consult them or attempt to reflect their true interests and concerns. With the development of their own organization they definitely believe that their needs will be conveyed to the right and appropriate department or party.

Of the 120 villages with farmers' working groups, Dutha Tani has enabled 35 of them to develop their own programs of dialogues with local government on financial and development concerns. They often structure collaborative activities among informal networks of working groups.

Some of the successful results of these well-structured and (now) officially-accepted farmers' working groups are as follows:

- In an unprecedented move, four farmers' working groups applied to the Regional Agrarian Office for the issuance of certificates of ownership for their land, and they have been assured that these certificates will be issued. The number of land certificates in question is as follows : 60 certificates for farmers in the farmers' working group of Lemah Abang sub-district, 50 certifications for farmers in the farmers' working group of Cilamaya sub-district, 50 certificates for farmers in the farmers' working group of Pakisdaya sub-district and 70 certificates for farmers in the farmers' working group of Batujaya sub-district. The move is unprecedented because in the past local government in this area (as in most others) has in effect made it impossible for farmers to secure land ownership certificates.
- The farmers' working group of Batujaya sub-district secured agreement from the Karawang district government (both executive and legislature) to budget for and build a 15 km. access road between Segaran Village and Segarjaya village for improved access to the market.
- The farmers' working group of Cinta Langgeng Village, Pangkalan sub-district, secured the agreement of the district government to budget for the renovation of the Cigentis secondary irrigation system, an important system locally that supplies water to 5 rice-growing villages.

All of the above activities took place in an orderly and peaceful manner. Moreover, all the activities mentioned above have been well responded to by the local government. As noted, they are all to be deal with in the next (2002-2003) district development budget for Karawang.

## **F. National-Level Grant Program Impact Findings**

While the great majority of CSSP grants are focused on regional civil society issues, there have been a number of grants with a national focus. The Impact Assessment looked at two such grants to CSOs based in Jakarta that focus on media issues.

### **F1. Grant with AJI: Investigative Reporting on Combating Corruption**

**Grant background and objective.** The Aliansi Jurnalis Independen (Alliance of Independent Journalists, AJI) is one of the biggest associations of journalists in Indonesia. AJI was set up as a counterweight to the Government-sponsored PWI, which many journalists saw as lacking legitimacy. AJI's members come from all over Indonesia and include all media types: radio, television, print, et al. The aim of this 4-month CSSP grant program was to help media professionals better understand corruption in Indonesia and to introduce investigative journalism as a way to uncover corrupt practices. The methodology used included amassing research on case studies and other documents, inviting speakers and resource persons as the basis for a series of workshops for 60 radio and print journalists. Editors were committed also such that stories proven to be well-researched would definitely be printed in the newspapers.

**Program impact.** After the training course many journalists now use the “angle” method (finding the angle of a story) rather than the simple “fact finding” method which is very linear and causal. Also a better-written story is more likely to be printed.

A website on combating corruption was developed via egroups.com that gave journalists a vehicle for their stories and to share experiences on future ones. As quickly as two weeks after the workshop ended, success was recorded by journalists from Panji Masyarakat in Jakarta and Solo Pos in Solo, using the new techniques they had learned, as the cases they were investigating were exposed in their local media.

## **F2. Grant with SEAPA: Monitoring and Protecting Press Freedom in Indonesia**

**Grant background and objective.** Founded in February 2000, the Jakarta office of the Southeast Asian Press Alliance (SEAPA) claims to have taken a leading position in this regard as a protector of journalistic independence in Indonesia. Its founding director is Lukas Luwarso, previously chairman of AJI, also a CSSP grantee.

The 6-person SEAPA Jakarta office is part of a 3-country alliance consisting of SEAPA Jakarta, SEAPA Bangkok and SEAPA Manila. SEAPA Jakarta characterizes itself as the SEAPA center for protection and advocacy, while the Bangkok office is the SEAPA headquarters and the Manila office spearheads information technology activities.

The objective of SEAPA’s grant program with CSSP is to expand SEAPA’s activities in research, publications and advocacy on issues relating to the protection of Indonesian journalists’ freedom, integrity and professionalism.

In February 2001 CSSP gave a first 12-month grant to SEAPA Jakarta for a program of research, training and other activities to promote the rights and independence of Indonesian journalists. In March 2002 two CSSP consultants undertook an evaluation of SEAPA Jakarta, and CSSP auditor Johan Malonda did an audit of the grant. In May 2002 Satunama in Yogyakarta assisted SEAPA Jakarta in developing a five-year work plan. A follow-on CSSP grant to SEAPA is now under discussion.

**Program impact.** SEAPA has trained 240 journalists in 8 regional workshops on journalistic standards and integrity. The trainees, many of them members of regional AJI groups, form a SEAPA network and alumni group which monitors and does research for SEAPA. The results of this monitoring and research have been published in SEAPA’s monthly magazine *Alert*, a bilingual product most of whose 1000 copies per issue are given away, and in other publications including *Natural Press Attackers*, SEAPA Jakarta’s 2001 Annual Report. The latter documents attacks on journalists by police, army and others. According to SEAPA these attacks soared in 2000 but have fallen off dramatically since then (New Order era: 10-15 a year; 2000: 122, 2001: 95, 2002 to date: 15), partly, SEAPA staff say, because of SEAPA’s activities.

In addition to monitoring and publicizing journalists’ problems, in the last 18 months SEAPA has intervened on various occasions to protect individual journalists’ lives. In Samarinda, East Kalimantan, tabloid journalist Hoesin was kidnapped for exposing malpractice in the lumber industry. SEAPA arranged his evacuation and protection in Jakarta, and his release after being kidnapped in Jakarta a second time. In remote Ilaga in Papua, SEAPA directly intervened and secured the release of two Belgian journalists kidnapped by elements of OPM. In Aceh, a local newspaper journalist and 3 others employed by TVRI were kidnapped by GAM, but released after SEAPA secured assistance for them from Human Rights Watch Asia and the Committee to Protect Journalists.

SEAPA has successfully lobbied and engaged state authorities to ensure protection of journalists’ rights in various ways. For example: (1) When the Governor of Maluku passed a decree banning 5 publications SEAPA protests resulted in a meeting between the Governor and senior SEAPA

representatives at which the Governor was won over to SEAPA's point of view. It was agreed that as a face-saving measure the Governor would not have the decree applied. (2) Having met the head of the national police (Kapolri) to protest police beatings of journalists, SEAPA submitted to his office a draft MOU on police treatment of journalists which was accepted in principle. The MOU is currently under discussion with police PR head Edward Arifonang and will be signed within 3 months. (3) A statement issued by a SEAPA workshop in Semarang in 2001 started a successful movement against the re-introduction of a Ministry of Information, seen to be a return to the control and supervision of New Order days. The MoI idea was subsequently dropped.

**Capacity building.** SEAPA Jakarta staff, especially the director, attribute much of their success to CSSP. Lukas makes the point that unlike other donors, CSSP has provided much-needed and 'very helpful' support for organizational capacity-building. Because of CSSP, SEAPA has developed quickly into an organization with efficient procedures based on a well-produced 'Operasi dan Prosedur' manual and a coherent view of future plans, including development of a constituency to help it financially. CSSP's grant and technical support have also given SEAPA Jakarta a durable basis on which to develop ties with other donors, including UNESCO, Ebert Foundation, MDLF Prague, which SEAPA hopes will soon part-fund *Alert*, and the Open Society Institute in New York, to which Lukas will be making presentations soon. Lukas notes an incidental benefit of CSSP's technical support: building the capacity of SEAPA's close working partner AJI and its regional branches.

## **G. Other Provincial Grant Impact Findings**

Nine other CSSP grants were reviewed by the Impact Assessment team. Three covered Central Java, four were in various provinces in Sumatra, and one each in South Kalimantan and Central Sulawesi. Details of program and capacity building impacts are given below.

### **G1. Grant with FORSA: Developing Democratic and Autonomous Villagers in Central Java**

**Grant objective.** The aim of the program being carried out by FORSA (Institute for Interdisciplinary and Interfaith Studies, Salatiga) is to support the development of a democratic and autonomous village community, in the name of good and clean village governance. To achieve this, besides empowering village government officials, FORSA's program is aiming to increase the awareness and the capacity of the village community to become actively involved in governance.

**Program impact.** Broken down by location below.

- **Klaten.** When this program began in the target village, village governance was neither transparent nor participatory, and there was no opportunity for women to have input on development planning. The village government resisted FORSA's involvement as it came without a recommendation from the Kecamatan or Kabupaten government.

Through a series of discussions and workshops initiated by FORSA using a step-by-step approach, positive changes can be seen. The village government is run in a more democratic and transparent way. Community awareness of how the village should be governed has increased. An indicator of the change was shown in the recent ballot to elect a Village Head on 6 June 2002. The election process was held democratically, organized by the villagers, and each candidate had to promote his/her program in order to be elected. The Bupati commented that this was an extraordinary development, and was surprised that the villagers had the capacity to arrange the ballot and elect a Village Head based on this new system.

- **Salatiga.** Until now Kotamadya Salatiga has not have a regulation relating to village governance. FORSA's program is operating in two selected villages. As in Klaten, the village government initially rejected the program, seeing it as a threat. However through a strategy of social preparation on the part of FORSA the village government eventually accepted the program. Villagers successfully developed a Community Forum (or village representative

council, BPD) that was to function as control mechanism towards the village government. One workshop was attended by the Mayor of Salatiga. Based on the Mayor's request, three meetings were held between FORSA and related government departments to take discussions forward on how to improve village governance in the area. Now these two villages are used as a pilot project by the city government for another 4 villages in Salatiga.

**Capacity building.** FORSA's organizational structure has improved since the beginning of their program with CSSP, and their financial management capacity has increased dramatically. FORSA's community organizers are now better equipped to go about their work in the field, and the FORSA team in general has benefited from exposure to CSSP's training courses and workshops, notably they found the village governance workshop in East Java in February 2002 particularly useful, and they are now linked in to the group of Java-based CSO partners working on village governance through an e-group that was set up following the workshop. They also receive regular mailings of useful materials produced by group members via post.

## **G2. Grant with IDEA: Strengthening Local Institution to Encourage Accountable Governance, Central Java and Yogyakarta**

**Grant objective.** The objectives of CSSP's grant to IDEA are to: (a) Help build up strong local institutions that can help meet community needs; (b) promote community awareness of and opposition to the culture of corruption; (c) develop a strategically shaped anti-corruption movement in Yogyakarta and Central Java; and (d) bring about regular community participation in and control over the provision of public services. Objectives (a) and (b) are being addressed in Year 1, while the others will begin in Year 2.

**Program impact.** The program was designed to help create 15 village-level institutions in 5 districts – 3 in Yogyakarta and 2 nearby in Central Java. Each village institution consists of 10-20 persons. Since none of these 15 villages has BPDs as yet, IDEA is treating these institutions as embryonic BPDs. IDEA believes that good local institutions such as these must engage in democratic problem-solving, empower communities for self reliance and enable communities to participate in and increase their bargaining power in public policy processes. So far 6 of the 15 village-level institutions are judged to have these qualities. This judgment was made by comparing the results of an initial benchmark survey of the 15 villages and a second survey undertaken after the communities in these villages had been through 3 IDEA capacity-building training programs.

Yogyakarta is a center of traditional culture but also a place where governance is dominated by hierarchical attitudes and a top-down approach, an approach that is conducive to corruption in public affairs. For example, government departments never involve the community in developing and budgeting for district development programs. However, IDEA's involvement with them has enabled the 15 village-level institutions mentioned above to hold structured agenda-based discussions with various government departments, including PDAM (public water supplier), Department of Labor, Fisheries Department and Settlement and Regional Infrastructure Department. This process of community-government consultations is unprecedented.

Two examples of such meetings are: (a) a formal meeting and a series of informal meetings between the village institutions of Terban and Ratmakan villages and the government's Settlement and Regional Infrastructure Department, resulting in an agreement in principle to budget for the renovation of the Tanggul Banjir irrigation system in the Terban and Ratmakan area; (b) hearings by the DPRD of the views of the 3 village institutions in Kulon Progo district on the district government's 2002-2003 development program and annual budget, resulting in the DPRD's acceptance of the need to observe law no. 25, which provides for community consultation in the drafting of district government development program budgets.

**Capacity building.** IDEA is not a young CSO, having started in the mid-1990s. However, the CSSP grant that supports several training programs and workshops are strengthening the organization's

management and transform it from a mass organization to a CSO professionally managed and administered, with benchmark surveys, indicators, etc. IDEA has also been trained to use QuickBooks in its financial management and is using this software for its other donor-supported programs.

### **G3. Grant with SPEKHAM: Advocacy on Women's Rights, Central Java**

**Grant objective.** This grant being implemented by SPEKHAM (Solidaritas Perempuan untuk Kemanusiaan dan Hak Asasi Manusia, Women's Solidarity for Humanity and Human Rights) seeks to bring about major improvements in the social and legal values applied to women's rights in the city of Solo, especially with respect to violence against women. The objective of the grant is to enable SPEKHAM to secure a change in the social and legal values applied to women and gender issues in Solo, especially with respect to violence against women. The organization will realize its objective by training local leaders, undertaking advocacy, supporting public debate, giving legal aid, taking cases to court, and drafting new legislation.

The program is heading to have a significant changes in value of the law transformation that supported gender perspective law. Then also to strengthen SPEKHAM to be a strategic Institution that has enough capacity and capability to provide service and back-up toward woman that in violence and other gender perspective activities.

**Program impact.** SPEKHAM's approach in this project was to document and expose cases involving the violation of women's rights, training traditional and religious leaders to try and prevent women rights violations, acting as a pressure group to advocate changes in public attitudes and practices, and preparing materials to help the authorities pass new laws to combat the oppression of women and violation of their rights.

Within almost a year program, there are several activities that had already done which need society's involvement, such as [a] Law advocacy services toward the victims [b] Training on gender perspective, training on law and woman rights [c] Focus group discussion, etc. Impacts include:

- **With constituents.** Constituents – in many cases, victims – are more conscious to do law activity relates to the violence that happened on them. The surrounding community supports by giving more attention and assisting the program through developing more conducive condition toward the victims. Previously, this terrible matters will always be accepted as it is and never brought into surface. Of the 41 cases handled by SPEKHAM, 20 have been brought to litigation and 9 of these have been heard in court and had decisions handed down.
- **With the government.** Through related department, Social Department, now being more transparency, at least by asking an involvement of the broad community to develop a program that related to woman and children violence. SPEKHAM takes a part as an important partner. Now there are 3 supporting center for Woman and Children Violence has developed with SPEKHAM assistance.
- **With the legislature.** With SPEKHAM assistance, there was also a hearing with DPRD in woman and children violence. Beside attended by senior officer of Social Department, the hearing also attended by Senior Officer of Police Department. The result so far is just a note of understanding. A note of taking this condition more serious, through developing a collaborative program between related and appropriate party. Perhaps in the future this particular body will take a part more strategically.

**Capacity building.** SPEKHAM admitted it that the grant, in which there is a part to strengthen organization, provide a significant impact to the whole organization. The ability to develop more strategic program, to do more strategic research, database development are among the increased capacity that SPEKHAM experienced.

### **G4. Grant with Walhi Central Sulawesi: Assistance to the Walhi Provincial Network**

**Grant objective.** Walhi Central Sulawesi is the largest NGO in Central Sulawesi, and it works in collaboration with a range of grassroots-based network partner organizations. Walhi Central



Sulawesi's program under CSSP set out to strengthen its role and own capacity. It further intended to increase the bargaining position among members of civil society in the context of government policy on environmental affairs – especially related to regional autonomy – as well as on transparency and good governance.

**Program impact.** As a direct result of one of the development dialogues with constituents facilitated by one of the network partner NGOs, Yayasan Toloka, a proposed local regulation on the use of natural resources in Tangian was prevented from being enacted. This regulation had been rejected by community members due to it being non-participatory and unaccommodating of local views. A revised version is now close to acceptance.

Two new pieces of local legislation, one on the use of *becaks* in Palu and another on the use of coastal and marine resources in Donggala kabupaten, have been drafted by Walhi's partner organizations, Yayasan Sorak and Yayasan Yammi ready for acceptance, and is now awaiting acceptance.

**Capacity building.** Standard operating procedures and management systems were introduced for all network partners working in the field implementation unit. The network partners received training in the management and maintenance of these systems and received ongoing support from Walhi in this regard. Management practices have been systematically improved for most partners to the extent that organizations deemed unsystematic and disorganized prior to this grant, are now considered to be planned and orderly.

The executive director and other staff have gone on many different courses organized by CSSP. This grantee has a practice of reporting back training sessions, whereby those who have attended outside training courses are expected to make presentations or mini-duplicate training sessions to the rest of the staff. As a result, the impact of training assistance has been optimally maximized, not only within Walhi Central Sulawesi, but also their partners. For example, a course on advocacy and investigation techniques was then given to 18 partners, with most successfully completing this training and as a result each of the partner organizations are better able to write up cases and advocate more coherently.

#### **G5. Grant with Yayasan Dalas Hangit: Participatory Local Governance in Banjarmasin, South Kalimantan**

**Grant objective.** The objective of this grant is to strengthen Yayasan Dalas Hangit as a catalyst in public policy making to facilitate the responsiveness of city government to the interest of stakeholders – especially those suffering from the effects of inefficient city administration such as small vendors, laborers, and poor and crowded communities. Banjarmasin has suffered from tensions between citizens and government, culminating in the 1997 riots that burned half the city down. Now, implementation of new decentralization regulations are placing added burdens on the city and its relationship with the public.

**Program impact.** Dalas Hangit carried out a baseline study of problems faced by the marginalized in Banjarmasin and presented the findings to the local legislature and the general public to raise awareness among the local elites. The CSO conducted training programs for legislators and city administrators on public policy and budget processes. They were also successful in advocating for reductions in tariffs for clean drinking water, on behalf of the urban poor when the water authority contemplated a price hike.

Yayasan Dalas Hangit attempted to organize and support large numbers of the urban poor – from slum dwellers along river banks to laborers and vendors – but realized the groups and issues involved were too numerous. While helping organize many of these groups and advise them of their rights, the CSO developed a particularly productive relationship with 700 street vendors who they helped organize into five associations that are active and meet regularly. Dalas Hangit facilitated negotiation between these vendors and the city administration relating to government practices that threatened the very existence of the street vendors. Street vendors were saved on several occasions because the group

helped them negotiate with the local government when authorities tried to force them to abandon their places of business.

Yayasan Dalas Hangit is currently working with the street vendors on proposed legislation governing street vendor rules and regulations for Banjarmasin, a first of its kind. Dalas Hangit and the vendor associations have begun an informal process of socializing such legislation with DPRD members and plan to present their case in formal hearings before their grant program ends in November 2002.

**Capacity building.** CSSP has also had impact on Yayasan Dalas Hangit itself. The CSO appears to be more organized, with better program planning as it realizes the need to match their activities with their capabilities. Financial and management systems and staff have also improved. The CSO is now one of the best partners of CSSP in terms of its reporting and financial management. Dalas Hangit's advocacy skills have increased through CSSP training and field experience, as demonstrated by their success with clean water pricing and street vendor rights.

#### **G6. Grant with Walhi North Sumatra: Community and Government Reconciliation for Land Disputes in Labuhan Batu**

**Grant objective.** Wahana Lingkungan Hidup Indonesia (Walhi) is Indonesia's leading environmental action group, and has set up provincial branches throughout the country. Walhi Sumut (Sumatera Utara) was established in 1988 and consists of 26 CSOs based around the province. Through CSSP, Walhi Sumut designed a program to enable a participatory review of land use in North Sumatra to be carried out in a decentralized manner involving not just large plantation managers but also small farmers and local government. The grant was awarded in September 2000 and ended in February 2002. The grant had the following intended outcomes:

- Local government authorities down to the village level are to be involved in studying existing policies towards land use and ownership, and in helping to draft a bill for the district DPRD in Labuhan Batu to consider new policies towards local land use.
- A selection of land disputes are to be taken to court with the result illegal expropriations of land will be discouraged.
- A land dispute reconciliation team is to be set up, based in Labuhan Batu district.
- A functioning network of strong and trained people's organizations is to be established, a network which will be able to monitor the work of the land dispute reconciliation team.
- A number of communication materials are to be generated for the use of interested parties in land disputes, and to provide useful information to affected communities as well as to local government officials.

**Program impact.** The following are the major program impacts realized from this CSSP grant.

- **Awareness to organize.** The most important outcome of Walhi Sumut's work in Labuhan Batu is the establishment of ASTAB (Asosiasi Tani Bersatu), a farmers' organization based in Labuhan Batu that came out of Walhi Sumut's organizing work in land conflict areas since September 2000. ASTAB itself was officially inaugurated in May 2002 in its first congress.

Prior to starting its work in Labuhan Batu, Walhi Sumut identified 100 land conflicts across the 18 kecamatan (subdistricts) of Labuhan Batu. Most of these conflicts were between small farmers and big plantations owned by the state and private companies. On average, these conflicts arose more than 10 years ago.

ASTAB consisted of 40 village level farmer groups in 18 villages in 7 of the 18 kecamatan. For farmers at the village level to have the willingness to organize means an increase of awareness among the farmers. Through ASTAB's work, farmer activists gained knowledge on agrarian policy, regulation, and law. The organization also provided a means for farmers to meet, discuss, learn from each other and make decisions on their interests.

ASTAB's existence also changed the power balance in North Sumatra, particularly in Labuhan Batu. The traditional power holders of local government - parliament, security agencies (the police and military), and big plantations now have to acknowledge that everyday farmers are able to organize themselves. This acknowledgement is real, mainly for the political parties, parliament and government, as ASTAB means votes in the coming election of 2004.

ASTAB activists conducted dialogues with the local government, DPRD Labuhan Batu, and DPR North Sumatra province regarding their land conflict issues with the big plantations. These dialogues reduced violence. Indeed farmers had since 1998, the *Reformasi* era, had taken back their land by literally sitting on the land that they claimed as theirs. In response, the big plantation companies responded with force to get the farmers out of their reclaimed land. One open conflict in Aek Kulim, kecamatan Silang Kitang, in November 2001, resulted in one death on the Binanga Mandala plantation company's side.

- **Improved people's economy.** Since the start of the grant, around 1,000 out of 6,000 families have been able to reclaim their land. These 1,000 families are now able to till the land for their living. Meanwhile the 5,000 farmer families are still facing economic difficulties, as they do not have access to land. They have become laborers or small traders.

Forced reclaiming is actually not what these farmers want. They felt that they had to reclaim the land as no other means to resolve conflict was available and that by reclaiming their land then they increase their bargaining position.

What ASTAB does through its dialogues with the local government, parliament and plantation companies is try to reduce open conflict between farmers who reclaim their land and the plantation companies. ASTAB's existence and the reclaiming act of the farmers has made the authorities see that there is indeed a major issue in Labuhan Batu that needs immediate attention.

- **Acknowledgement of grassroots CSO's existence.** For the first time in Labuhan Batu history, a real grassroots civil society organization, i.e. ASTAB, has made the local government aware that power relations are changing. In the past, what is considered a representation of the public is only through the local parliament, DPRD, and major CSOs, like KADIN (Indonesian Chamber of Commerce).

One major awakening moment for the local government was when ASTAB commemorated Farmers Day in September 2001, where 7,000 farmers turned up in Rantau Prapat, capital of Kabupaten Labuhan Batu. This acknowledgement has also made the provincial parliament aware that ASTAB is an important organization in resolving land conflict in Labuhan Batu. The DPRD Sumut has since June 2001 invited ASTAB for a meeting with them in Medan. There have been four meetings conducted. The most important result out of these meetings is the reduction of widespread open conflict between the farmers and plantations.

## **G7. Grant with KBH Bengkulu: Democracy and Empowerment of Bengkulu Citizens**

**Grant objective.** The Bengkulu Legal Aid Office, or Kantor Bantuan Hukum (KBH) Bengkulu has been at the forefront of those trying to avoid open conflict between the oppressed groups and the power holders, searching instead for new, more peaceful and equitable solutions, ones that will not result in suffering or loss by either side. Overall KBH Bengkulu's approach has been to teach ordinary

people how to advocate for their needs in a socially constructive way, by inspiring in them a real consciousness of their democratic rights.

The objective of KBHB's grant is to secure and uphold the rights of Bengkulu citizens, with particular reference to the land and resource rights of selected groups of farmers and fisherfolk, and to minimize conflict among these citizens, thus ensuring a smooth, peaceful transition to democratic, accountable governance throughout Bengkulu province. A secondary objective is to strengthen the capacity of KBH Bengkulu to act as a leading human rights support and advocacy center in Bengkulu.

**Program impact.** The main points of KBH Bengkulu's program impacts are:

- **Stronger grassroots civil society organization.** KBHB has since its establishment focused its work on peasants' rights. It has initiated the establishment of a mass based farmers organization called STAB (Serikat Tani Bengkulu or Bengkulu Peasants Union) in 2000. There were 17 peasant groups based at the villages as member of STAB at the time the program funded by CSSP was started in May 2001. today, in June 2002, there are 182 peasant groups joining STAB. Through STAB the peasant activists were developed as leaders. In 2000 there were 8 peasant leaders in STAB, today, in June 2002, there are 87 peasant leaders within STAB.

With the rise of peasant leaders, the peasant organization becomes more independent from KBHB. STAB is now leading its own meetings, negotiations and hearings with the local government: *camat*, *bupati*, governor, and the local parliament. Peasant groups members of STAB are also more politically aware, e.g. they can delineate between the peasants' interests and political parties' interests who tried to take advantage from them as their supporters. Another indicator for the peasants' increased political awareness is STAB's ability to refuse development projects which they know are funded by foreign loan which are not benefiting their village community.

Through STAB as the peasants' union, fishermen activists organized in the Forum Nelayan Bengkulu learned about how to manage a union. In August 2002 the forum participants will organize a congress to forward the movement into the establishment of the Bengkulu Fishermen Union (Serikat Nelayan Bengkulu).

- **Improved cooperation with local government and parliament.** Prior to CSSP funded program carried out by KBHB, the reputation of KBHB is a dangerous and oppositional organization that threatens the provincial stability. The view of power holders, both at the government and parliament, has at present shift to KBHB as a partner in developing Bengkulu.

KBHB's input is seek after by parliament and government offices. For example, the Rejang Lebong DPRD has asked KBHB sub-office in Curup, Rejang Lebong's capital, to participate in the formulation of a local regulation (Perda) on rickshaws (becaks) after the KBHB Curup requested a hearing with the DPRD Rejang Lebong to advocate the rickshaws issue.

The improved image of KBHB in the view of power holders has led to increased bargaining position of KBHB against the various agencies that KBHB has to advocate its issues with. The governor, mayor of Bengkulu city, DPRD members and head of various government offices have issued support letters backing up KBHB in its demand for its constituents in various disputes.

- **Broadening of stakeholders.** KBHB's stakeholders has initially been limited to the usual suspects of : other NGOs, students, journalists, and lawyers. At present, the stakeholders have broadened to include religious leaders, tribal leaders, university academicians, and major mass organizations. The broadening of stakeholders is a result of various efforts, including coalitions that KBHB has led, KBHB's role as mediator in the student movement's dispute, increase of

KBHB's role as resource on various issues in Bengkulu, success in obtaining support from various stakeholders such as in the case of land conflict in Sukaraja.

KBHB has led for the establishment of coalitions in Bengkulu: the OKP (*Organisasi Karya Pemuda*), and NGOs coalition for a corruption case, the CSO coalition in South Bengkulu for critical review on the local government's budget and the NGOs-OKP-tribal leaders coalition in Rejang Lebong for protecting the forest.

- **Stronger organization.** KBHB's organization has expanded during the CSSP funded program. KBHB has opened three branches in the three regencies (kabupaten) of Bengkulu Utara, Bengkulu Selatan and Rejang Lebong. Its staff, members and volunteers has increased from 9 persons in 1999 to 34 in June 2002. With this expansion, KBHB is then able to provide more and improved services to their constituents.

KBHB also expanded its work focus from education and litigation to include economic and culture. KBHB has led the work on Reconstructing Bengkulu's Culture together with Bengkulu cultural workers and the local government in June 2002. On the economic front, KBHB has supported the establishment of the Koperasi Rakyat (People's Cooperative).

In its internal management quality, KBHB's strong financial management has made it become a role model for other organizations in Sumatra. KBHB has met requests from other NGOs within the YPBHI network in Bengkulu, South Sumatra, Jambi and Jakarta for consultation and in house training.

#### **G8. Grant with KoAK Lampung: Empowering Civil Society by Monitoring Bureaucracy, Judiciary and Parliamentary in Order to Eradicate Corruption, Collusion, and Nepotism**

**Grant objective.** The Komite Anti-Korupsi (Anti-Corruption Committee, KoAK) in Lampung, Sumatra, was founded in 1999 by a group of university students perturbed by the pervasiveness of corruption in their society. KoAK Lampung's strategy is to create awareness amongst citizens of Lampung and to mobilize them into acting against corruption. This CSSP grant sets out to fashion KoAK Lampung as a catalyst for good, clean governance, ideally by eliminating or reducing corruption in Lampung Province. This is to be achieved through building the capacity of a network of volunteers engaged in carrying out corruption monitoring and developing a comprehensive database of the incidences of corruption. The project also aimed to create a broad-based understanding in support of, and participation in an anti-corruption movement.

**Program impact.** Several concrete impacts have been achieved by KoAK.

- **Revocation of road-use regulation.** The Lampung parliament approved a local regulation, regulating the charge of a road user fee for vehicles with excess weight (Perda no.11/2000). KoAK's conducted an analysis of this perda and concluded that this Perda was highly flawed insofar as it increased the scope for corruption, contradicted several higher level regulations

KoAK Lampung conducted further investigations in June-July 2001 in support of their analysis. It was found that the road inspectors routinely accepted bribes from vehicles carrying excess weight. As a consequence KoAK launched campaign directed at the Home Affairs Ministry for the revocation of this Perda. In November 2001, the Ministry decided to revoke several perdas that in violation of higher level regulations throughout Indonesia. This included Perda no.11/2000 of Lampung.

- **Provincial budget revision campaign.** KoAK led a coalition of CSOs, seeking to revise the draft provincial annual budget (*Rencana Anggaran Pendapatan dan Belanja Daerah* or RAPBD) for 2002. They argue that the budget contradicted of several higher regulations, i.e. the Government Regulation (*Peraturan Pemerintah* or PP) numbers 105, 106, 109, and 110.

This coalition comprised of the following major Lampung CSOs: PUSSBik, LBH Bandar Lampung, Lampung Parliament Watch, Academics of the University of Lampung, KBH Lampung and a further 25 smaller NGOs and student bodies.

The coalition analyzed the draft budget and concluded that the amount violated was Rp. 56 billion. The resulted campaign launched by this coalition resulted in a parliamentary decision to reduce the budget by Rp. 9 billion. Even though the full demand of an Rp56 billion reduction was not achieved, the campaign did realize the networking objective by forging stranger co-operation between the ranges of organizations in Lampung.

- **World Bank Kecamatan Development Project.** The World Bank has provided a loan to the GOI with the objective of carrying out the Kecamatan Development Project. One of these projects was carried out at the Bukit Kemuning kecamatan, where KoAK had established a PMPK in October 2001. The volunteers here identified that there was potential corruption happening at the project. With the back up of the KoAK secretariat in Bandar Lampung, they launched an investigation confirming evidence of corruption and mismanagement. As a consequence, KoAK was able to file the case at the Kotabumi district attorney.

Filing a case at the district attorney did not mean the battle was been won, and continued advocacy is being carried out to keep pressure on the District Attorney's office to process the case. KoAK has availed them to assist the district attorney office in collating further evidence and providing witness when called for. The case currently being heard before the Kotabumi district court. Another consequence this campaign has been a World Bank decision to postpone the Bukit Kemuning project pending the outcome of the trail.

- **Street children shelter case.** KoAK is not only monitoring the government but also other institutions in Lampung, including other CSOs. One project under investigation was the Health and Nutrition Sector Development Program (HNSDP) a project with a grant from the Asian Development Bank for the year 2000/2001. Bandar Lampung is one project cites where the local government cooperates with eight children shelters on a project for street children.

The BIMA children shelter is one of these shelters and was allocated an amount of Rp.313.020.000. KoAK's investigation found various incidences of financial irregularities, e.g. funds for scholarship, skill training, fee for the social workers, and food supplement. The investigation concluded that the persons responsible for this mismanagement to be the chairperson of the Yayasan Lembaga Kreativitas Anak Bangsa and head of the BIMA shelter. At present the case has been filed with the Lampung High Attorney.

- **Lampung Plantation Project.** For fiscal years 1998-2000, the Japanese government awarded a grant to the GOI through the Overseas Economics Cooperation Fund (OECF) for Indonesian plantation development. This project called System Program Loan, had one such site is in Lampung.

The total project amount for Lampung is Rp.15.858 billion carried out in South Lampung and Tanggamus Regencies to rehabilitate coconut plantations. The projects under the direction of the Lampung Plantation Office (Dinas Perkebunan Propinsi Lampung) and involves 12,656 farmers.

After receiving information on corruption, KoAK conducted an investigation and concluded that there was a strong indication for corruption and collusion that involved the Lampung Plantation Office and two contractors. The Lampung government audit office (BPKP) also conducted an audit and concluded that the state faced a loss of Rp.3 billion. High-level officials are suspected of involvement, including the former Head of Lampung Plantation Office the Lampung Governor.

KoAK pursued the case and issued a statement in the *Radar Lampung* daily, demanding legal actions. In February 2001 when the BPKP held a hearing before the DPRD, again confirming that the governor and his family are implicated in corruption. KoAK then pressurized the Lampung High Attorney office to pursue legal action and the case is already on trial at the Lampung High Court.

**Capacity building.** KoAK's primary strategy has been to establish local anti-corruption monitoring organizations at the kecamatan level – the so-called Citizens Posts for Monitoring Corruption (PMPK). There were 64 PMPKs at the start of CSSP program and there are currently 80 PMPKs. These PMPKs have 3,500 volunteers, 500 of which have been recruited since CSSP support began. These new recruits have been equipped to monitor corruption through the training provided by KoAK.

KoAK's staff received the CSSP arranged Satunama fundraising training in Bali. All staff is required to produce an action plan reflecting their newly acquired skills when returning from training, in this way ensuring that training experiences are optimally used. Today KoAK has an improved management system. For example it has applied the IDF as institutional capability monitoring tool and it has a staff performance assessment mechanism in place.

#### **G9. Grant with LPAD: Monitoring and Empowerment of the Riau Provincial Parliament**

**Grant objective.** As in other parts of Indonesia, the local parliament members (DPRD) of Riau Province are not yet fully representing the interests of the people. Lembaga Pemberdayaan Aksi Demokrasi (Democracy Action Development Institute LPAD) considered it necessary to monitor the members of the Riau Parliament, both in their individual conduct and any policies produced by them.

The objective of the grant is to make LPAD a catalyst in public policy making in Riau, thereby facilitating the responsiveness of parliament to LPAD stakeholders and the general public. The grant program also supports LPAD in its efforts to improve the competence of the DPR-D in carrying out their local governance functions.

The main activities are monitoring of the parliament members and presenting results to the public. LPAD is also making an effort to monitor the local regulations (perda) produced by the parliament. One last activity is related to strengthening the institution since LPAD is a new organization established in December 2000.

**Program impact.** The following are the main program impacts realized from this CSSP grant.

- **Improved performance by DPRD members.** LPAD's staff has been conducting daily monitoring of parliament members activities since September 2001. One of the aspect being monitored is parliament members' attendance. The fact that the 55 member of Riau province parliament are being closely monitored by a CSO has made a difference, however small. The parliament members' non-attendance rate has decreased from 18.6 % for the period of September-December 2001 to 14.5% for the period of March-May 2002.

Another indicator for the change in behavior of parliament members is in the practice of giving money to journalists for news to be written or on the contrary for some info not to be written. These practices were in the past being done openly. At present these practices are no longer seen. Even some journalists are saying that it is now difficult to get money from parliament members.

- **Increased public awareness re: monitoring the DPRD.** Despite this positive change in parliament members' behavior, there is also resistance from them. LPAD is now facing some difficulty to officially obtain information from the parliament. Some parliament members react stronger than others. In one major event in March 2002, whereby LPAD announced its

monitoring results to the public through the media, some parliament members threatened to sue LPAD. This then became quite a longstanding public debate in the media.

The public's reaction to this dispute between LPAD and the parliament was strongly in favor of LPAD. Other CSOs and individual concerned citizens rallied behind LPAD. One lawyer was offering service free of charge. Some citizens offered to be volunteers. Many academicians made supporting statements in the media. LPAD is now planning to establish a forum for Riau citizens, particularly those residing in the capital city of Pekanbaru, who have a concern on the need to have a clean and accountable parliament.

**Capacity building.** As a new organization, LPAD had a lot of rough times, mainly in its weak governance that resulted into leadership dispute and financial mismanagement. However, LPAD was able to come out through troubled times quite smoothly. Therefore to achieve results in a short period and within a troubled management is quite an achievement.

Through CSSP's support, LPAD's 23 staff members have improved their capability through various training that they organized themselves and through the series of training provided by Satunama, a consultant organization contracted by CSSP. The self-organized training courses are parliament monitoring, advocacy, data analysis, financial management and communication. Meanwhile the Satunama training that they found to be useful are strategic planning, financial self reliance and conflict management.

## **H. CSO Grant Management and Administration Impact Findings**

Parallel to its program impacts, CSSP has realized extensive organizational improvements in CSO management, planning and financial accountability. Many of these gains have been achieved through the grant development and management processes that are built into CSSP's work.

CSSP has a rigorous process of identifying potential grantees; working with those organizations to develop solid proposals; ensuring that potential grantees have sound financial management systems in place to receive and properly account for USAID funds; and supporting their capacity to manage resources and implement programs efficiently and effectively. The process itself helps grantees become more capable CSOs, and contributes directly to CSSP's objective of strengthening a group of viable and influential civil society organizations in Indonesia. These internal organization system strengthening measures also contribute to the sustainability of these CSOs, as other donors become more confident in their ability to design and manage programs, and properly account for funds.

As of June 2002, 11 CSSP grant programs had been completed and another 33 were ongoing. This means at least 44 CSOs from around Indonesia have benefited from the series of instructional development assistance provided by CSSP to each grantee. In addition, most of the 28 additional grant programs still in the development stage have received hands-on training in program planning, log frame development and budgeting – the initial types of assistance provided by CSSP during this process.

### **H1. Financial Management**

When a CSO is selected for a grant allocation, investigation is carried out both on the program and financial fitness of that CSO with the goal of providing a snapshot of the skills, financial systems and management capabilities of each CSO when we first encounter them. This information acts as a baseline survey and can be used as a diagnostic tool for developing the type of assistance that will be needed to ensure that each CSO achieves its grant worthiness status before the initial funds are disbursed.

Occasionally the grant worthiness assessment shows that a CSO is far from being ready to receive funds from CSSP and is unlikely to reach grant worthiness as defined by CSSP. This assessment is



used to break off negotiations with the CSO concerned, however CSSP always leaves the option open for CSOs to apply once again for funds when they feel they are nearer to grant worthiness. Only two CSOs accepted by the PRC have fallen at this hurdle however.

The grant worthiness assessment shows that just under 30% of the CSOs selected as potential grantees have a working financial process already in place. More than 70% need significant assistance to reach grant worthiness and to convince CSSP that they can cope with the stringencies of USAID's rules and regulations. This technical assistance is given by CSSP's Financial Management Specialists (FMS) in the course of their negotiations with each CSO and counts as a significant source of new knowledge for the CSO.

This technical assistance is usually divided into a standardized set of categories to allow for uniform delivery by the three FMSs at CSSP. Examples of impact achieved divided by these categories are:

- **Management capabilities.** Several CSSP grantees have set up clear guidelines for network members involved in managing activities. Yayasan Dian Sulawesi, Walhi Aceh, Elpera in Papua and Sawarung in Bandung are good examples. Sawarung now regularly discloses its financial report to network members for transparency and accountability sake. Furthermore, the Sawarung organizational structure gives a clearer indication of responsibilities for individual tasks. The comparative strictness of CSSP's regulations is regarded by Sawarung as beneficial in helping them improve their management practices and they intend to keep these new standards as their own. Elpera's organizational structure is clear now to all concerned. Dutha Tani in West Java have developed their own internal policy manual.
- **Financial management.** Sawarung and Yayasan Dian Sulawesi now have an internal policy manual as a guideline for staff for managing activities and funds. Sawarung's financial reporting system has been simplified to accommodate regular transactions, while Walhi Aceh has improved accounting forms. Dutha Tani have separate tasks for financial staff and their newly developed system can accommodate regular transactions.
- **Accounting systems.** Elpera and Sawarung have now built clear job descriptions for finance staff in order to prevent overlapping and fraud. For Sawarung, an independent supervisory board of three people has now been formed to enhance organization accountability. Sawarung has also introduced QuickBooks financial software to its members to help them generate financial reports improving the time it takes to make them and their accuracy. Elpera has done this as well and is able to receive its district office reports in a more controllable way. Other organizations have also decided to use this software permanently including Yayasan Dalas Hangit in South Kalimantan.
- **Internal control.** All CSSP grantees are obliged to open a bank account specifically for their grant funds, and the segregation of funds is a concept that each of CSSP's grant partners understands and carries out.
- **Property and procurement systems.** Sawarung now has a clearer system and procedures for its vendor selection process that requires 3 quotations for assets procured for more than Rp 1 million. The same for Dutha Tani thought they chose a Rp1.5 million threshold. The system for approval for assets purchased has also been improved and is now based on a division request rather than on an ad hoc basis. YDS, Walhi Aceh and Elpera have improved their systems in this regard also.
- **Budget analysis.** Sawarung, Elpera and YDS now all have a work plan and monthly budget that are regarded as set guidelines for activities and expenditures. Sawarung also has a well-structured budget valuable to control consistent implementation. The system built has improved Sawarung's effectiveness in managing program activities and it is now ready to manage direct

grants from other donors too who have been attracted by their improved status. These donors include the Ford Foundation.

Furthermore, Sawarung has developed a comprehensive internal policy manual which is partially adopted from the USAID-CSSP regulations and requirements. The work plan and monthly budget model is now being used as a basis for the overall organization's program activities.

Sawarung and Elpera have transferred their improved financial systems and procedures to network members, and Sawarung has plans to help the rest of its members to enhance their capabilities in finance and accounting.

While it is easy to see from the grant worthiness list that all CSOs will have weaknesses, delivery of the solution has varied from organization to organization. For some, simply pointing out the benefits of changing systems, such as reorganizing the division of labor for internal financial controls, has proved effective and some CSOs have developed their own systems accordingly. Showing areas where systems can be "cheated" has also proven an effective methodology. However some issues are more complex. Solutions have involved a variety of one on one or formal training sessions.

Budgeting issues, for example, can be discussed with financial staff alone, but a more thorough method would involve program staff too so they can see the connection between carrying out activities and proper budgeting for them. Grant Managers and FMSs have used the latter method on all 70% of the CSOs that needed technical assistance.

Other training sessions have been carried out with only one staff person, the accountant for instance, but might last a week or so. This has been the case with "QuickBooks" financial software and USAID regulations training. Ongoing mentoring has also been effectively used with close to 100% of all grantees, according to need.

CSSP regularly holds training workshops on financial planning and other aspects of management for grantee CSOs. In addition, financial reviews are carried regularly (six monthly) with each CSO and cross checks are invoked to see how progress is being made.

A great deal of diagnostic work has been done via the monthly financial reports that are the source both of requesting the next advance but are also the means by which expenditures are reported. If patterns appear in these reports then targeted assistance is carried out. For example:

- One-on-one training in QuickBooks software for Yabimu in Nabire, Papua, allowed this CSO to reduce its outstanding advance requests.
- Regular mentoring for SPEKHAM staff in Solo, Central Java, helped them sort out their systems and increase the quality and integrity of their financial reporting.
- Repeated communications from CSSP's grant bookkeeper helped Dutha Tani in West Java better understand how to collect complete documentation for their financial transactions.
- Mentoring by CSSP's financial management specialist enabled Walhi Aceh to clarify staff responsibilities and increase the number of people who review the financial reports submitted by member NGOs.
- Following training by CSSP, Koalisi NGO HAM Aceh was able itself to train and mentor other new grantees in their region.

To date, 11 CSOs have finished their grants with CSSP and while they are no longer in direct touch with us many of the systems we have helped them with are still in place. Examples of these things are

mentioned above, but the clearest example is the use of QuickBooks software, which continues for most of the grantees, and where feasible other programs in their portfolio are switched to QuickBooks too. Yayasan Dian Sulawesi is an example CSO in this regard. Divisions of labor relating to internal control also survive. YDS also passed this financial system onto a partner organization named LSPM.

## **H2. Program Design**

Support for proposal development and program design is a key element of CSSP's grant development interventions with CSOs. This support not only helps produce the best program designs from our civil society partners, but it is also another opportunity for training.

Simply asking many pertinent questions about the proposed program allows the potential grantee to be challenged in any assumptions they may have, in the feasibility of their project and in the logic behind the program itself. Developing logical frameworks (log frames) and work plans helps the CSO understand whether all the elements needed to carry out the work (financial, human and technical) are in place. Work plans and log frames also help CSOs to see whether they might be stretching themselves in terms of workload.

More than 80% of CSSP grant program budgets are reduced as a result of this mentoring phase in part because CSOs realize they are trying to cover too many topics, too large an area or too many activities in their search for significant impact. This is particularly the case when the CSO has other programs ongoing.

For many new CSOs, log frames themselves are a new concept. Many CSO members are not aware of the need for a framework in which to work other than the proposal itself. Breaking down ideas into actions and phases, and matching funds and human resources with activities is no easy task the first time around. CSSP helps new SO decide on indicators of success, evaluation criteria and whether a program has any impact at all. This is an important skill, since in the sometimes vague realm of "strengthening democracy," it is hard to measure program impacts or to isolate one CSO's contribution among a plethora of related simultaneous efforts.

Finally, during the grant development period, CSSP staff promote the value of networking to partner CSOs by supporting the latter's search for the program elements described above. Furthermore CSSP encourages CSOs to seek out other organizations with relevant experience. An example is CSSP's work to bring together all of its partners working on farmers' rights. Using a simple technique to match skills needed by some CSOs with those offered by others demonstrated the power of even basic networking among these organizations.

## **H3. Detailed Grant Management Impacts: Case Studies**

Three case studies illustrate the institutional impacts from CSSP grant making. In each instance, the case study details the situation before assistance, based on the results of CSSP's grant worthiness assessment the grant; lists CSSP interventions to improve CSO management; and summarizes the current, improved condition of the organization. There is also a brief discussion of future program funding and financial sustainability possibilities.

### **H3a. Sarasehan Warga Bandung (Sawarung)**

During the grant development process, the management and financial capacity of Sawarung was as follows:

- **Management capability.** Sawarung involved its networks in managing the activities and financial administration was carried out by Sawarung itself. Financial and administrative staffs were capable of handling transactions and financial reporting.
- **Financial management and accounting systems.** Finances were well managed and reported, especially once the QuickBooks accounting software had been installed and finance and accounting staffing levels increased.

- **Internal control.** There was task segregation in terms of the accounting function but job descriptions in financial division were not clear. The authorization procedure was properly implemented and reports for each donor produced separately.
- **Property and procurement systems.** The record of fixed assets was maintained and there was clear separation in asset classification. But the procurement procedure and vendor selection process was insufficient and inappropriate.
- **Budget analysis.** The variance analysis of budget deviation was inadequate and budget report was not well ordered. The planning for activities and fund expenditure were not structured and therefore it was hard for the organization to control its activities and expenditures.

The above findings showed that Sawarung was a competent organization in terms of financial management. The assistance provided by CSSP to improve this situation included:

- Hands-on training by CSSP's FMS and grant manager to ensure a clear understanding of and compliance with USAID-CSSP regulations and requirements.
- The hiring with CSSP grant funds of one new staff member with an accounting background who was then invited to attend financial management and QuickBooks software training held by Johan Malonda consulting firm.
- Work plan construction and management of outstanding advances. This grantee needed technical assistance both at the beginning of the grant and on an on going basis to help the grantee in its management of the program and activities.
- Sawarung was also invited to another financial management training course conducted by service providers Satunama. This was broader in scope than the Johan Malonda course but it helped to broaden the financial staff member's knowledge.
- Internal policy manual development. The manual was improved following deep and intensive discussion with finance staff to identify weaknesses in the current system and make some changes such as the procedure for dealing with the networks that handle specific activities.

The state of Sawarung's financial management at present can be described as follows:

- **Management capability.** Sawarung has now set up clear guidelines for network members involved in managing activities. Although networks are actively involved in program/activities, the financial process and system is still centralized in Sawarung head office. Sawarung now on regular basis discloses its financial report to network members for transparency and accountability. Furthermore, the Sawarung organizational structure and is now better organized and gives clearer indications of responsibilities for individual tasks.
- **Financial management and accounting systems.** Sawarung now has an internal policy manual as a guideline for staff in managing activities and funds. The financial reporting system has been simplified to accommodate regular transactions.
- **Internal control.** Sawarung has now built clear job descriptions for finance staff in order to prevent overlapping and fraud. The control aspect is not just limited to finance but also integrated to programmatic aspects. An independent supervisory board of three people has now been formed to enhance organization accountability as a network organization.
- **Property and procurement systems.** Sawarung now has a clearer system and procedure for its vendor selection process and now requires 3 quotations for assets procured for more than Rp 1

million. The system for approval for assets purchased has also been improved and is now based on division request.

- **Budget analysis.** Sawarung now has a work plan and monthly budget which it regards as a clear guideline in order to realize activities and its expenditure. The well-structured budget is considered valuable to control consistency implementation.

**Sustainability.** Sawarung had previous experience working with recognized donor agencies such as the Ford Foundation under AK3 institution designation which finished on March 2002. The amount of Ford Foundation's grant was \$168,000 (Rp 1.7 billion). Sawarung is now working with PACT for the program 3 months only. Further, on the upcoming September, Sawarung will obtain a direct grant from the Ford Foundation for a similar amount and this grant will be given directly to Sawarung not via another institution.

The system built has improved Sawarung's effectiveness in managing program activities and it is now ready manage a direct grant. Furthermore, Sawarung has implemented a comprehensive internal policy manual which is partially adopted from USAID-CSSP regulations and requirements. The work plan and monthly budget model is now being used as basis for the overall organization's program activities.

Sawarung has also transferred the improved financial system and procedure to several networks members and in the future, Sawarung plans to assist all of the rest of its members in order to enhance their capability in finance and accounting. Further, Sawarung has also introduced QuickBooks financial software to its members to help them generate financial reports.

### **H3b. Yayasan Dian Sulawesi (YDS), North Sulawesi**

During the grant development process, the management and financial capacity of Yayasan Dian Sulawesi was as follows:

- **Management capability.** Yayasan Dian Sulawesi was a small NGO working in community organizing and interfaith issues in North Sulawesi area. YDS's organization structure was relatively weak, with staff appointed on an ad hoc basis, imprecise job descriptions and frequent overlapping of tasks. YDS had some knowledge of administering USAID grants (working with PACT INPI for one year) but lacked competence in accounting and finance.
- **Financial management and accounting systems.** Financial management standards were low, and financial reporting consisted only of putting together receipts and expenditure statements. Evidence and documents were incomplete accounting functions were performed by one person.
- **Internal control.** There was no internal control in place and the approval procedure relied heavily on director. There was also no segregation in the function of recording, receiving, and payment for program and administration.
- **Property and procurement systems.** The record of fixed assets was available but there was clear separation in asset classification. Procurement procedures and the vendor selection process was insufficient and improper.
- **Budget analysis.** The budget report was not well structured and cost allocations were not planned appropriately.

The above findings showed that YDS lacked financial management capacity. The assistance provided by CSSP to improve this situation included:

- Hands-on training by CSSP's FMS and grant manager to ensure a clear understanding of and compliance with USAID-CSSP regulations and requirements.
- The hiring with CSSP grant funds of one new staff member with an accounting background who was then invited to attend financial management and QuickBooks software training held by Johan Malonda consulting firm. CSSP also provided technical assistance in QuickBooks implementation. The excel format used could not longer accommodate wide range of transactions and CSSP gave in house training to YDS's finance staffs in addition to the regular training.
- Work plan construction and management of outstanding advances. YDS needed technical assistance both at the beginning of the grant and on an on going basis to help the grantee in its management of the program and activities.
- YDS was also invited to another financial management training course conducted by service providers Satunama. This was different in scope than the Johan Malonda course and helped broaden the financial staff member's knowledge.
- Internal policy manual development. The manual was improved following deep and intensive discussion with finance staff to identify weaknesses in the current system and make some changes such as the procedure for dealing with the networks that handle specific activities.

The state of YDS's financial management at present can be described as follows:

- **Management capability.** YDS now has implemented clear guidelines for district offices to run their programs properly. Although district offices are actively involved in program activities, financial management is still centralized in YDS' head office.
- **Financial management and accounting systems.** YDS now has 2 finance staff to manage the accounting function properly. Further, YDS now has an internal policy manual as a guideline for staff in managing activities and funds. The YDS financial report system has now been simplified to accommodate regular transactions and evidences are now better organized.
- **Internal control.** YDS has now built clear job descriptions and task segregations for finance staff in order to prevent overlapping and fraud. The approval system has been improved by involving relevant staff to give authorization for transactions.
- **Property and procurement systems.** YDS now has a clearer system and procedures for vendor selection whereby they require 3 quotations for assets procured for more than Rp 1.5 million.
- **Budget analysis.** YDS now has a work plan and monthly budget which is regarded as a clear guideline in order to realize activities and its expenditure. The well-structured budget is considered valuable to control consistency in implementation.

**Sustainability.** In the coming month, YDS will take forward its financial self-reliance program by initiating a cattle farm business with its village constituent group.

YDS now continues to employ all USAID-CSSP financial management systems internally, and further YDS has introduced this system to its constituent groups ( cleaning service labor cooperatives and micro credit cooperatives) by conducting training. Moreover, YDS has also transferred financial management knowledge to other local CSO such as Lembaga Studi Pengembangan Masyarakat. There are also demands from several villages in Sangihe Talaud district to improve their village level financial management systems.

### H3c. Dutha Tani Karawang, West Java

During the grant development process, the management and financial capacity of Dutha Tani Karawang was as follows:

- **Management capability.** Dutha Tani Karawang was a small NGO working in farmers' community organizing in the Karawang district of West Java. Dutha Tani involved some farmers in community organizing work. Dutha Tani's overall management was relatively weak where staffs and delegation was weak, job descriptions were imprecise and task overlapping occurred frequently. Furthermore, Dutha Tani had no knowledge of administering a grant and there were no finance staff.
- **Financial management and accounting systems.** Financial management was insufficient and reporting consisted of only receipts and evidences. Administration was performed by one person but he had no knowledge of accounting and finance.
- **Internal control.** There was no internal control in place where the approval procedure relied heavily on the director and director's instruction was regarded as unwritten regulation.
- **Property and procurement systems.** There was no record of fixed assets and there was clear separation in asset classification and further, the procurement procedure and vendor selection process was insufficient and improper.
- **Budget analysis.** The budget report was not well structured and cost allocation was not planned appropriately.

The findings showed that Dutha Tani was a vulnerable organization in terms of management and financial control. The assistance provided by CSSP to improve Dutha Tani's management included:

- Hands-on training by CSSP's FMS and grant manager to ensure a clear understanding of and compliance with USAID-CSSP regulations and requirements. In the case of Dutha Tani, it took some time to make sure the CSO could run and administer a program properly. As a result, CSSP recommended that the organization recruit a capable finance staff member to handle accounting duties.
- The hiring with CSSP grant funds of one new staff member with an accounting background who was then invited to attend financial management and QuickBooks software training held by Johan Malonda consulting firm. CSSP also provided technical assistance in QuickBooks implementation.
- Work plan construction and management of outstanding advances. This grantee needed technical assistance both at the beginning of the grant and on an on going basis to help the grantee in its management of the program and activities.
- Dutha Tani was also invited to another financial management training course conducted by service providers Satunama. This was broader in scope than the Johan Malonda course but it helped to broaden the financial staff member's knowledge.
- Internal policy manual development. The manual was improved following deep and intensive discussion with finance staff to identify weaknesses in the current system and make some changes such as the procedure for dealing with the networks that handle specific activities.

The state of Dutha Tani's financial management at present can be described as follows:



- **Management capability.** Dutha Tani now has an improved organizational structure where staff are assigned based on their competence and a job description is made for each job title. An internal policy manual is now used as a standard operating procedure for all planned activities.
- **Financial management and accounting systems.** Dutha Tani now has one bookkeeper and one administrative staff member to manage the accounting function properly. Further, Dutha Tani's financial report system has now been established to accommodate regular transactions and evidences and documents are now better organized.
- **Internal control.** Dutha Tani has now built clear job descriptions and task segregation for finance and administrative staff in order to prevent overlapping. The approval system is improved by involving relevant staff to give authorization for transactions.
- **Property and procurement systems.** Dutha Tani has now clearer systems and procedures in vendor selection process and now they require three quotations for assets procured for more than Rp 1.5 million.
- **Budget analysis.** Dutha Tani now has a work plan and monthly budget which is highly regarded as a clear guideline in order to realize activities and its expenditure. The well-structured budget is considered valuable to control program implementation.

**Sustainability.** Dutha Tani had only received in-kind support from donors prior to the grant from CSSP. Moreover, Dutha Tani was frequently involved in managing some activities of other CSOs. Dutha Tani's grant from CSSP period ends in July 2002 and it has submitted a request for a second grant award.

Recently, Dutha Tani has begun carrying out its financial self-reliance program by encouraging its farmer members to market their rice, and to do this they are applying the new system learned through working with CSSP.

## **I. Advocacy Development Impact Findings – Performance Objective 1**

### **II. Introduction**

The aim of CSSP's Performance Objective 1 is to strengthen the capacity of Indonesian NGOs to analyze needs and policy issues; articulate recommended reforms; successfully advocate for needed reforms; and help ensure effective implementation of those reforms.

Civil society organizations and the civic culture they promote are instrumental in the development of sound government, economic growth and healthy societies. According to the Institute for Development Research, direct CSO policy work affects civil society and government accountability in several ways:

- Educating citizens on important civic issues and ways to access the political system.
- Building a stronger institutional base of civil society.
- Providing mechanisms for participation and policy change, particularly for marginalized sectors.

In attempting to capture the impact of CSSP's assistance to advocacy CSOs, it is most useful to measure impact by gains achieved across three different dimensions: organizational capacity, policy space and actual impact on policies. Being able to influence policy is often used as the measure of success, but without the development of strong mechanisms for public participation, the ability to influence policy becomes the domain of the favored few. By the same token, policy victories can be short-lived without the development of strong CSOs able to hold government accountable over the long term.

The organizational capacity dimension means the extent to which CSSP helped consolidate and expand the scope, functions, accountability and effectiveness of partner organizations (grantee and non-grantee alike). In everyday terms, this has meant helping CSOs develop informed constituencies, generate an advocacy agenda based on broad-based consensus and empirical data, formulate broad-based strategic plans in a participatory manner, consider carefully the interests of various stakeholders, and other ways of expanding social capital.

The political space dimension refers to the extent to which CSSP has helped CSOs increase their political legitimacy and the democratic space in which they operate. This is sometimes referred to as “getting a seat on the table.” This entails improving the attitudes and behaviors of power elites, especially government, towards CSOs, and helping CSOs to cease looking at government as a monolithic body incapable of changing for the better. It involves expanding the ability of CSOs to gain and exercise power in a responsible manner so that they can hold government (not distinguishing between local and national government) accountable and influence its policies. This includes the ability to write position papers, draft regulations and laws, take part in public hearings and intelligent discourse, and others.

Finally, measuring actual policy changes at the policy dimension looks at how CSSP has helped its partner CSOs achieve favorable policy or legislative change at either national or local levels.

## **I2. Advocacy Development Impact Findings**

In its first 2½ years of implementation, CSSP has taken three general tracks in helping CSO partners become better and more effective advocates. First, CSSP chose to support specific sectoral issues in collaboration with USAID and provide assistance to specific CSOs or coalitions of CSOs engaged in these issues. Assistance came in the form of funding support to hold events and technical assistance in the development of the strategic advocacy agenda. Second, CSSP provided technical assistance through advocacy training and the dissemination of information on good Indonesian practices and lessons in advocacy. Third, CSSP helped partner CSOs assess their advocacy capacity and refine their advocacy plans through facilitated and highly participatory workshops called Participatory Advocacy Capacity Self-Assessment (PACSA).

A random sampling of CSOs that have received advocacy assistance from CSSP revealed a plethora of achievements in all three dimensions of advocacy development.

### **I2a. Organizational Capacity Dimension**

Impacts in this area of advocacy development have included:

- The development of a guidebook on decentralization and the role of NGOs – and the holding of workshops on this subject in Bengkulu, East Kalimantan and West Java – were both timely and useful. Leksip, for example, used the book to develop training modules to educate the labor sector on this important issue. Yapemas used the book as reference to provide its farmer constituents with information on decentralization and to train local activists in facilitating village meetings.
- CSSP’s support of a series of discussions and workshops on the energy subsidy issue in Riau, East Java and East Kalimantan increased public awareness of the country’s energy policy, a subject that affects all Indonesians but was thought of as an “unreachable” national issue. In Surabaya, a series of discussions and seminars on the issue prompted the electronic media, particularly local radio stations, to feature the energy subsidy issue in their programs. Participating NGOs from East Java also disseminated information to their network members, while Kaliptra in Riau used their regular newsletters and bulletins to inform village

communities about the issue. The result is a better understanding of the removal of energy subsidies and greater community involvement in this issue in several regions.

- CSSP support helped the Konsorsium Pembaruan Agraria (KPA) gather important inputs from various stakeholders (NGOs, farmer's organizations, labor unions, academics, parliament members, adat communities and others) in reviewing their draft bill on agrarian reform and farmers' rights.
- The development of an advocacy casebook helped participating organizations appreciate the strengths as well as recognize the weaknesses of their advocacy work. LAAI in North Sumatra and YLKI in Jakarta, for instance, learned that they needed to involve their constituents in developing their advocacy agenda—a simple enough lesson that unfortunately is often overlooked. Activists from YDS in North Sulawesi now actually live in the villages they are helping so that they can have better understanding of their constituent's needs and priorities and jointly develop plans.
- The PACSA workshops, an activity that was started in October 2001 and is expected to continue in the foreseeable future, has proven to be highly successful in helping CSSP's CSO partners appreciate the value of building an informed and involved constituency as well as identify their advocacy needs. PACSA also helped them better understand the development problem they want to address and the various stakeholders involved, and helped refine their advocacy agenda and strategic plans. Since attending PACSA, Walhi in Central Sulawesi has replaced top down decision-making with a bottom-up approach paying careful attention to the articulated needs of the community as the basis of planning. Elpera in Papua now discusses every plan with members and constituents. BDN in Pasuruan held a PACSA workshop facilitated by PO 1 staff and for the first time realized the role that various stakeholders play in supporting or opposing their agenda of advancing the rights of marginal fisherfolk. As a result of PACSA, West Java Corruption Watch strengthened its relationship with its network members and successfully developed a joint plan.
- CSSP's leadership of the donor support group that is helping a coalition of NGOs advocate more participation in the formulation of laws and regulations was instrumental in helping the coalition appreciate the importance of political mapping and the need to form a broad-based coalition that genuinely represents multi-sectoral interests. Previously, it was composed mainly of Jakarta-based NGOs.

## **I2b. Political Space Dimension**

Impacts in this area of advocacy development have included:

- CSSP advocacy support has resulted in the broadening of democratic space and encouraged critical collaboration between civil society and the government. The discussion of the opportunities presented by decentralization for greater public participation in governance prompted Yapemas in West Java to change its method of advocacy from confrontational to collaborative. This change was recognized by the local government and Yapemas was asked to participate in drafting several local regulations.
- CSSP's support of energy subsidy activities enabled Kaliptra in Riau to submit a position paper to the governor, Bupati of Rokan Hulu District and the local office of the Ministry of Industry and Trade. The Bupati of Rokan Hulu used the position paper as reference in the prioritization of development projects in the district. At the national level, MPR members accepted the invitation of KPA to attend the review of their draft bill on agrarian reform and farmer's rights and provided valuable inputs.

- After participating in PACSA, SPEKHAM in Solo began to share information on domestic violence with the local police and prosecutors and not just its network members. Based on the analysis they conducted during their PACSA workshop, which included careful consideration of the key problem, stakeholders, political and legal environment, YBML in Balikpapan came up with key points that became the basis of their position paper on the management and protection of the Wain River Protected Forest. This position paper was made into a draft perda (local regulation) and was jointly reviewed by local government officials, Wain River community representatives, academics and YBML activists. The draft was later submitted to the DPRD as a DPRD-initiated draft.
- The PACSA workshop of Dalas Hangit in Banjarmasin, South Kalimantan, made interaction among labor groups, local business associations and the local office of the Ministry of Manpower possible. The Ministry even agreed to use the results of the workshop as the basis for their next annual plan. The advantages of having interaction with government was also seen by AMAN in Balikpapan where a constructive dialogue took place between fisherfolk, local government officials and the local office of the Ministry of Fishery.
- After undergoing PACSA, Yayasan Dian Sulawesi in Manado realized that aside from focusing on grassroots empowerment, they needed to help the community engage with local the local government if they were to be effective in having their voices heard. They successfully arranged weekly meetings between members of the community, the Kepala Desa and the BPD (Village head and council, respectively). They also opened opportunities for dialogue at the Kecamatan level.
- The CSO coalition advocating on the Foundation Law – brought together and facilitated by CSSP – was successful in “getting a seat on the table.” One of their members was invited to participate in the formal DPR deliberations and the Coalition actually managed to get an audience with President Megawati to present their views on the subject.

## **12c. Policy Change Dimension**

After just 2½ years, a number of CSSP partners have successfully influenced policy at both local and national levels. Impacts include:

- As a result of Kaliptra’s position paper on the energy subsidy issue, the local office of the Ministry of Industry and Trade formed a team to monitor the prices of fuel and basic commodities. It also influenced the Bupati of Rokan Hulu to bring much needed infrastructure to the villages.
- LAAI in North Sumatra convinced the Governor of North Sumatra to produce a local regulation banning the hiring of children as laborers in fishing platforms. Dutha Tani applied the lessons learned from PACSA in handling a case where oil spillage from Pertamina (the national oil company) contaminated rice fields in Karawang. They facilitated negotiations between the farmers, local government and Pertamina, and reached a settlement that was acceptable to all parties.
- Having made interaction among labor groups, business associations and Ministry of Manpower officials possible, Dalas Hangit in Banjarmasin further succeeded in getting them to agree on a joint course of action for solving labor problems. AMAN in Balikpapan similarly succeeded in getting fisherfolk, local government officials and officials of Ministry of Fishery to agree to a joint plan of action.
- The issuance by Indonesia’s People’s Consultative Assembly (MPR) Provision No. IX, November 2001, “Concerning Agrarian Renewal and Management of Natural Resources” is a significant breakthrough. The provisions of this MPR decree closely mirrored the important

issues raised by KPA in their draft law. It is one of the most important examples of CSOs successfully influencing the passage of national-level policy.

### **I3. Advocacy Impact Conclusions**

Given the context in CSSP's advocacy mandate is being realized, the above projects illustrate quite a significant impact for this performance objective. During its first half of implementation, CSSP has greatly strengthened the ability of Indonesian CSOs to analyze needs and policy issues and articulate recommended reforms. The achievement in the "increasing political space" through successfully advocating for needed reforms, has been more modest, but realistic given the brief program period.

### **I4. Detailed Advocacy Development Impacts**

CSSP's detailed advocacy impacts are presented below, organized by the following eight major activities:

- |                                 |                            |
|---------------------------------|----------------------------|
| ▪ Decentralization              | ▪ Advocacy Case Book       |
| ▪ Energy subsidy policy         | ▪ PACSA                    |
| ▪ Agrarian reform               | ▪ Foundation Law           |
| ▪ Farmer NGO and CSO networking | ▪ Legislative process bill |

#### **I4a. Decentralization**

**Objective.** To provide a guidebook for CSOs on the process of decentralization and the possible role for civil society within this process. A series of four workshops in three cities (Bengkulu, Garut in West Java and Samarinda in East Kalimantan) was conducted where the book was tried out as a reference. These were followed by a fourth workshop on ToT for village meeting facilitators in Garut.

**Impact.** Organizations who used the book found it quite a useful resource, as it provides in-depth analysis on decentralization. It was also useful to academics since not much has been published on this subject to date.

Other CSSP partners have also found this book helpful. The book has been used by Leksip in East Kalimantan as a reference in developing training modules on civic education for labor community, in discussions on decentralization with labor unions, as well as in doing assessment for community empowerment program. KBHB, on the other hand used the book as a reference in providing inputs to the local government. Yapemas also used the book as a reference in providing information on decentralization to local farmers, and in training local activists on facilitating village meetings.

According to Pak Harry Haryono of the Golkar faction in DPRD Garut, the change in Yapemas' style of advocacy, from confrontational to cooperative has been viewed positively by the local government. This is proven by the fact that Yapemas has been involved by the Garut government in preparing local regulations. So far, 11 such regulations have been discussed with the CSO.

#### **I4b. Energy Subsidy Policy**

**Objective.** For this activity, CSSP acted under the directive of the USAID Energy Analysis and Policy Office, which has been assisting the Ministry of Mining and Energy in energy policy analysis. The objective was to bring CSSP's partners into energy policy discussions, thereby ensuring some level of civil society participation on this important issue. The aims were to spread information on the relationship of fuel price increases to energy subsidy reductions, gather information and community responses on the impacts of the price increases, and provide space for the people to interact with the government on energy policy.

**Activities.** As follows:

- Series of village discussions, a series of radio talk shows, and a seminar on energy policy in Riau.
- Series of focused group discussions in three kabupatens in East Java followed by a workshop on energy subsidy policy.
- One-day seminar-workshop on energy subsidy for urban poor women in Surabaya.
- Workshop for NGOs on energy subsidy policy in Samarinda, East Kalimantan.

**Impact.** At the beginning of the workshops, there was a tendency among participants to think that energy policy was an unreachable national issue and that fuel prices should not have been increased. However, after the resource persons from USAID-EAPO shared information on the nature of un-renewable energy and the relationship of subsidies to fuel prices, this stance gradually softened.

One of the impacts of this activity has been an improved public awareness of energy policy matters. Local media representatives at the workshops took the initiative to further educate the people by addressing the subsidy issue in their local radio programs. These activities were not suggested or funded by CSSP, but arose purely from their own initiative.

After the East Java event, participating CSOs disseminated information to their network members. For example, Kaliptra in Riau disseminated subsidy information to village communities through their existing media (leaflet, bulletin). Kaliptra further submitted the results from village discussions as a position paper to the governor of Riau, the bupati of Rokan Hulu district, and the local office of the Ministry of Industry and Trade. This last office formed a watchdog team to monitor fuel and daily goods prices. Meanwhile, the bupati used the position paper as part of his reference in making the decision on building the road to the village. Local community in Riau formed an alliance called ARAK (Aliansi Rakyat Tolak Kenaikan Harga BBM – The People’s Alliance to Reject Fuel Price Increases).

#### **I4c. Agrarian Reform**

**Objective.** To gather inputs from multiple stakeholders (NGOs, farmer organizations and unions, academics, parliament members, indigenous communities) in reviewing the drafts of MPR’s decree on agrarian reform and farmers rights bill. CSSP arranged a national conference on Agrarian Reform and Farmers Rights, and a national seminar-workshop on Agrarian Reform.

**Impact.** The draft used for the MPR’s decree resulted from the two national meetings and was submitted by KPA to the MPR. Most of what was suggested by this CSO in its draft was accepted in the final decree, known formally as TAP MPR No. IX/2002. This decree and its provisions were the result of four years of advocacy effort by a nationwide network. CSSP was not the only sponsor for this success; it took part only in the last phase of the effort. However, the two events supported by CSSP jointly with other donors made significant contributions to the enactment of the decree.

In a separate activity dealing with agrarian reform, farmers rights bill reviewed and discussed in the national conference is now in the process of “getting socialized” to a wider range of farmer communities in villages throughout the country, in order to build a broader grassroots public support. A number of CSSP partners play important roles in this regard. Among them are Yayasan Pendidikan Rakyat Indonesia (YPRI) and Serikat Tani Merdeka (SETAM) in Yogya, KBHB in Bengkulu, PUSBBIK in Lampung, Yayasan Dian Rakyat in Manado, Dutha Tani in Karawang.

#### **I4d. Farmer NGO and CSO Networking**

**Objective.** To facilitate networking among farmer NGOs and CSOs to share experiences and exchange information. CSSP arranged two 2-day roundtable meetings in April and August, 2001, attended not only by CSSP partners dealing with farmer issues, but also by other relevant CSOs.

**Impact.** The primary impact of this assistance has been increased cooperation and exchange among participating civil society groups, of which there are numerous examples:

- KBH Bengkulu maintains information exchange with IPPHTI, a farmer's integrated pest management association. KBH Bengkulu also collaborated with YPRI in Yogyakarta (another CSSP grantee) to provide training for farmer organizations and unions in Bengkulu.
- YPRI helped Dutha Tani implement its program in West Java and later assisted Spektra with its strategic planning workshop and training of trainers for irrigation users and farmers association; Later this year, YPRI will organize coordination meeting with other farmer CSOs from 13 provinces to develop modules for farmers training and will hold a training of trainers
- Duta Awan in Solo, Central Java, exchanges information with YPRI in Yogyakarta and Spektra in Surabaya and has collaborated with KBH Bengkulu on participatory monitoring activities.

#### **I4e. Advocacy Case Book**

**Objective.** The primary objective was to document success stories as well as failures in advocacy while providing the opportunity to 11 participating organizations to reflect on their advocacy performance and learn how to document their results. Interventions consisted of a series of participatory workshops on research design, data and information gathering, story writing, and reviewing for 11 advocacy cases.

**Impact.** All participating organizations agreed that this activity was helpful at many levels. It was a valuable mechanism to reflect on past advocacy efforts and learn lessons. For example, LAAI in North Sumatra realized they had not involved their constituents enough when planning their advocacy program, resulting in a "mis-targeted achievement." On the one hand, the advocacy was considered successful because it made the Governor of North Sumatra issue a regulation to ban fishing platforms from employing children. But on the other hand, the children simply moved from working on fishing platforms to working on plantations.

YLKI, the nation's leading consumer advocacy organization, realized that what they had done to advocate for electricity price cuts was not a class action as they had thought, because they had not involved the actual consumers in their approach. Dria Manunggal, a Yogya-based group that helps disabled persons, liked the participatory research method because it accommodates constituents' thinking. They are now in a position where they can formulate program jointly with their constituents. The process transferred the practical skills of documenting experience and provided tools on participatory advocacy planning through the empowering mechanism of peer learning.

Activists at Humana have applied the techniques they learned to their column in the local newspaper and their own journal. Realizing the need for participatory programs, Yayasan Dian Sulawesi now applies a live-in method, through which its activists are requested to live in the villages they work on during the assessment and planning phases of their program. This helps give the activists an understanding of village conditions so they can help villagers make their development plans more effective.

#### **I4f. Participatory Advocacy Capacity Self-Assessment (PACSA)**

**Objective.** The purpose of PACSA is to provide an opportunity for CSOs to assess their advocacy capacity in a manner that involves their constituents and other stakeholders. PACSA also provides a mechanism through which an organization's advocacy plan can be refined.

Adapting the Advocacy Case Book writing process, PACSA started as a mixed group event where CSOs were invited to share experiences and hold self-reflection sessions to explore how they had carried out advocacy efforts. CSSP held this group workshop in three batches. The first two were facilitated by the NGO INSIST and attended by 31 partner CSOs (two activists from each organization). The third was facilitated by the CSSP advocacy team itself and attended by five civil society partners in East Java (again, two participants from each). CSSP later adapted the mixed group process into individual organizational advocacy assessments facilitated by CSSP team members. To date, 11 organizations have gone through this secondary individual PACSA process.

**Impact.** PACSA has helped participating CSOs systemize their advocacy plans and make them more based on objectives. Additionally, most participants indicated that the networking exposure through PACSA proved useful. They learnt much from the process of examining from experiences of other CSOs. Examples of PACSA impacts for CSSP partners include the following:

- Dutha Tani in West Karawang applied the participatory method learned in PACSA to handle the case of oil contamination in an area of paddy fields in Karawang. The CSO was successful in getting the farmers, oil company (Pertamina), and local government to resolve the problem and reach an agreement on reimbursement for the contaminated land.
- For Walhi in Central Sulawesi, the participatory method they learned in PACSA stimulated them to make group decisions, whereas before, they used to have decisions made by the “leader” or a “figure” in the organization. It also changed their approach in making the advocacy plan, from self-planning to community needs based approach.
- Elpera in Papua now discuss every plan with all members and constituents, whereas before, they tended to work individually by departments within the organization.
- Mitra Dieng in Central Java got inputs from its farmer NGO colleagues attending PACSA for its future advocacy model.
- SPEKHAM in Solo is able now to share information and knowledge with the local police office, local prosecutors, as well as its network members on violence against women issue.
- For Bumi Darun Najah in Pasuruan, PACSA process has opened the horizon of their constituents (local fisher folks) in seeing advocacy.
- YBML in Balikpapan used the result of PACSA as an outline for their position paper to the local parliament on community based protected forest management.
- Dalas Hangit in Banjarmasin had an opportunity of having labor groups interact in the PACSA with local business association as well as local office of Man Power Ministry. The stakeholders managed to agree on solutions to labor problems in the area. The representatives from local office of Man Power Ministry (Dinas Tenaga Kerja) would use the result of PACSA as their input to their board for their next annual plan.
- This opportunity for multi stakeholder interaction was also felt by Aliansi Masyarakat Adat dan Nelayan (AMAN) in Balikpapan, where they have local fisher folks discuss fishing issues with local government officials (Lurah, Camat) and local office of Fishery Ministry (Dinas Perikanan), and come up with a joint plan.
- West Java Corruption Watch felt its relationship with its network members becomes stronger as they now communicate more frequently. They now have a joint plan, which was discussed, refined, and made more strategic during the process of PACSA.



#### **I4g. Foundation Law**

**Objective.** To provide the opportunity for civil society and the public to be informed about the Foundation Law bill, obtain public input to the bill and propose an alternate CSO version of the bill to the Parliament. To achieve this objective, CSSP supported the following activities:

- National meeting among 80 CSOs from around the country
- Series of radio and television talk shows
- Series of regional meetings among CSOs

These activities were jointly supported by CSSP and the Ford Foundation financially, and by NDI, which provided technical assistance.

**Impact.** The advocacy itself was considered by the CSOs as failure, because from six main points they proposed in their draft bill, only one was accommodated into the law, which was passed in August 2001. However, the CSO coalition held an evaluation workshop where they discussed (along with the supporting agencies) what might have caused the failure, what went wrong, and lessons learned. At the same time, the creation of the coalition itself and its operation was a significant impact collectively and for each CSO member. Indeed, this experience has led to the development of subsequent coalitions, including one formed to advocate on the Legislative Process bill (see below).

#### **I4h. Legislative Process Bill**

**Objective.** To provide the opportunity for civil society and the public to be informed about the Legislative Process bill, obtain public input to the bill and propose an alternate CSO version of the bill to the Parliament. CSSP, AusAID, The Asia Foundation, TIFA and NDI are jointly funding a strategic planning workshop for this coalition to be held in July 2002.

**Impact.** Learning from the experience of the CSO coalition that advocated for the Foundation Law, the support group suggested that the strategic planning workshop involve a wider range of stakeholders. It was essential to have the bill known and understood by the public, as the essence of this advocacy is to press for a legal guarantee for public participation in every legislative process. When asked about what change the NGO coalition feels with this advocacy now (compared to the Foundation Law advocacy), the coordinator said that they prepare the plan better now. CSSP's advocacy specialist helped raise other people's awareness of the bill, particularly informing participants of and in various local events in many places, and linked them to the NGO coalition in Jakarta.

Responses have come from local NGOs. A journalist organization in Solo has developed a network with academics and NGOs from Yogya, Solo and Semarang (Central Java area) to review the bill. They have been introduced to the coordinator of the coalition. A national forum of community participation has also expressed interest in advocating the bill. A participatory strategy must be developed with the coalition to accommodate initiatives from other networks such as the one in Central Java and the community participation forum.

### **J. Management and Capacity Building Impact Findings – Performance Objective 2**

#### **J1. Introduction**

The goal of this CSSP performance objective is to improve the ability of Indonesian CSOs to plan, administer and manage their activities and resources. To accomplish this, CSSP has implemented capacity building interventions for a wide range of partners, including existing and potential grantees. While the approach has changed over time, what stands out is the way CSSP has increasingly been able to develop innovative practices to assist its partner organizations. These include the Health Card, the MIRPP process, and the capacity building website – all of which are described in this Assessment.

CSSP has also trained its grantees in financial management and reporting for USAID. These grant-related capacity interventions are presented in separate sections of this Impact Assessment report.

Some of the impacts of CSSP's capacity building program have been on the grant development process within CSSP. The use of the Health Card, for example, has enabled grant managers working with partner CSOs to better diagnose problem areas in CSO management, and lead them to either initiate capacity building interventions or in two cases to decide not to pursue a grant proposal further.

It is important to note that groups that have benefited from CSSP support include all CSSP's current and pending grantees, most USAID/CPT direct grantees and other strategic civil society partners.

## **J2. Organizational Self-Assessment**

During the first two years of CSSP, more than 60 CSOs (24 at Satunama, 20 at an organizational self-assessment workshop with Walhi Central Sulawesi and its network of CSOs, 20 at an organizational self-assessment workshop with Walhi East Java, and another 6 done on individual basis with grantees and non-grantees) were given training and hands-on experience in organizational self-assessment.

This learning process allowed the CSOs to focus on strengths and weaknesses and provided a basis for next steps in capacity building, including in many cases strategic planning. Feedback from grantees indicates that they have used their self-assessments to identify institutional strengths and weaknesses and that this information has been instrumental as they develop their organization and program plans.

## **J3. Strategic Planning**

Strategic planning has been a key program focus and CSSP has facilitated and trained more than 50 Indonesian CSOs through strategic planning processes (24 at training for trainers (TOT) for strategic planning at Satunama, 20 at an organizational self-assessment workshop with Walhi Central Sulawesi and its network of CSOs, and another 10 done on individual basis with grantees and non-grantees).

TOT for strategic planning was offered to 44 CPT and CSSP grantees. Yayasan Satunama (Methodius Kusumahadi who is the most experienced strategic planner in Indonesia and arguably the best trainer) provided TOT for strategic planning to 24 CSOs. Yayasan Rumpun Bambu (Aceh) Director Mr. Sanusi has used the TOT in developing a strategic plan for his CSO and in assisting 2 other CSOs in Aceh to develop their strategic plans.

Whenever strategic planning takes place, CSSP encourages CSO staff members to learn about facilitating strategic planning from the facilitator. CSSP has also encouraged potential strategic planning facilitators to join strategic planning workshops that are underway in their area (MISPI and FPHAM strategic planning sessions were facilitated by Methodius and CSSP was able to convince Walhi Aceh and YBRI to send apprentice strategic planning facilitators to learn with him.)

CSSP has also been involved in the development and promotion of financial strategic planning (a concept developed by The Nature Conservancy) in Indonesia. We developed training modules and brought staff members from 24 CSOs to a 5 day training on how to conduct strategic financial planning. As a follow on to this, CSSP conducted strategic financial planning for Walhi Central Sulawesi and 20 CSOs in its network. This financial strategic planning workshop was rated highly by participants and anecdotal evidence suggests that this has been a big help to Walhi Central Sulawesi.

## **J4. Program and Resource Management**

CSSP's capacity-building program has helped strengthen more than 50 CSOs through training courses and workshops on issues identified by the CSOs themselves (following consultation with more than

100 CSOs), including human resource management, financial management, financial self reliance, conflict resolution, social movement analysis and policy analysis.

CSSP grantees have also been able to increase their capacity in terms of program and resource management through their direct access to grant management and administrative support from CSSP team members, including information technology.

#### **J5. CSO Networking**

In addition to the networks resulting from the training offered at Yayasan Satunama in 2001, CSSP has developed two new initiatives that are also aimed at supporting networks of CSOs. Both are “tools” that are aimed at strengthening the ability of CSOs and CSO networks to help themselves. One is a system for empowering local CSOs and promoting self help while the other is ICT based. Both are aimed at sustainable capacity building.

**Matching Issues Resources People and Priorities (MIRPP).** MIRPP is a systematic approach to matching and prioritizing issues or needs with resources or cash and people or technical skills. MIRPP has been devised in order to maximize the use of and strengthen local capacity building resources so that:

- Capacity building should and will continue without external funding to support it. It is this continuity that MIRPP hopes to engender.
- Dependence on outside assistance is reduced through coaching, apprenticeship and training of trainers whenever possible.
- Local service providers are empowered, strengthened, encouraged, funded and used.
- Full commitment of CSO partners is gained through their direct participation in the capacity building process for themselves and other organizations in their network.

The MIRPP process is still very much a work in progress, however it is becoming clear that grantees in the pilot study in East Java have welcomed the opportunities to ‘Match Issues, Resources, People and Priorities’ in this way. Some partners have already reported follow-up work as a result of the MIRPP process in May 2002, specifically:

- PRIMA has invited colleagues from LPKP to assist as resource people for their village governance training program in Ngawi, East Java.
- PPOTODA has provided technical assistance to Bina Swagiri and the Forum Komunikasi BPD in Tuban, sharing ideas and materials on the regulatory framework of the village in East Java.

CSSP is also focusing on information and communication technology. In order to support networking and capacity building via the Internet, CSSP has been instrumental in bringing together partners from the private and NGO sectors to develop the capacity building website, <http://www.cbngo.or.id>. The website is in the early stages of development, but already impact is evidenced by the extent to which energy and resources have been tapped without major commitment of funds from CSSP. There are 10 Indonesian and international CSOs providing human resources to develop the concept, the website and to obtain funding. The goals of this the Internet-based CSO Learning Center are to:

- Make key capacity building documents and tools available to the CSO community in Indonesian.
- Provide free access to capacity building tools and information for Indonesia CSOs.
- Interchange where information about upcoming events and training can be stored.
- Networking center across sectors and geography.

## **K. Financial Self-Reliance Impact Findings – Performance Objective 3**

### **K1. Introduction**

Contractually, CSSP’s mandate in terms of financial self-reliance (FSR) is to ensure that:

“Designated Indonesian NGOs will be able to apply for and secure grant funding for the pursuit of their democracy-promotion activities from international donors and local sources. In addition, Indonesian NGOs will plan to (raise) and (will) raise funds through individual and institutional donations and other income-generating activities.”

Most advocacy NGOs have minimal or no sources of external funds other than grants from foreign donors. Apart from the need to diversify sources of international donor funding, which will decrease as Indonesia stabilizes, the long-term viability of CSSP’s partner organizations will depend on their ability to mobilize alternative sources of funding.

When CSSP started in 1999, awareness of FSR principles and appreciation of their importance among Indonesian CSOs were low. From initial interactions with CSOs, team members found that:

- Upgrading skills in FSR was not prioritized by CSOs in the process of building their capacities.
- FSR did not figure prominently in the strategic plans of CSOs.
- There was an absence of literature – most notably, Indonesian literature – on this subject.
- With the exception of some larger CSOs, there was generally dependence on a single donor.
- Receiving funds from government or the private sector was seen as a form of cooptation and thus viewed with much skepticism.
- Skills were lacking in proposal writing and knowledge of donor requirements.

CSSP has carried out several activities to address these conditions and promote the development of more sustainable CSOs. And while the main benchmark of CSSP Performance Objective 3 is only self-reliance defined by a diversified and sustainable funding base, there is a range of intermediate steps that organizations have to attain before reaching this ultimate objective. The impact of CSSP's activities can therefore be best measured using the following path of FSR development:

1. Developing an awareness about the importance of FSR and various approaches.
2. Organizational consensus reached that FSR should be a major goal.
3. Inclusion of FSR objectives in the organizational strategic plans.
4. Implementation of FSR activities.
5. Attainment of FSR through earnings or resources mobilized as a result of planned activities.

There may be some exceptions, but in general the parameters above are linked in a linear fashion. As a rule, progress can be seen as movement from level 0 (the level largely encountered by CSSP upon the start of this project) to level 5.

## **K2. Overall Impacts in CSO Financial Self-Reliance**

CSSP has supported a wide range of technical assistance, training, workshops, publications and other activities to raise awareness of the importance of FSR among Indonesian CSOs.

CSSP's intervention to date has concentrated on awareness raising through training and technical assistance for the development of concrete resource mobilization plans. During this first 2½ years, CSSP facilitated access to FSR and FSR-related training for more than 60 CSOs, plus provided direct technical assistance to another 10 grantee partners. Given that these participants also include a number of network or umbrella organizations, the distributed impact far exceeds the CSOs referenced here.

In some instances CSSP enabled CSOs to attend external training opportunities. For example, as a result of sending nine individuals from four influential Indonesian CSOs to the 2000 8th Asia Pacific Fundraising Workshop in the Philippines, the participants not only gained awareness of FSR, but some also began to train others in self-reliance principles upon their return. For example, ISAI subsequently held a similar workshop intended for organizations within its own CSO network.

The follow up 9<sup>th</sup> Asia Pacific Fundraising Workshop in Bali last year had similar impacts and a number of CSOs credit the workshop with helping them executive initial fundraising functions. Spektra expanded its network and directly contacted numerous fundraising case studies presented by other participating organizations. Furthermore, they also teamed with corporate sector partners (namely PLN-Gresik and PT. Petro Kimia) plus a government agency, DOLOG, to operate projects and render consultancy services.

In addition to facilitating access to FSR training, CSSP has itself trained grantees own and USAID partners. The Surabaya FSR training for East Java CSOs helped Lakpesdam NU, Yamajo, LBH Surabaya, YPSDI and LKM-Media Watch each formulate an action plan for resource mobilization.

Similarly, CSSP provided in-house short-term training for LBH (Legal Aid Foundation) branches from Jakarta, Semarang and Yogyakarta. Subjects included proposal writing and “How To Approach Donors.” This training session improved the abilities of these LBH branch offices to develop their own independent proposals to donors, thereby helping LBH implement a decision to decentralize its fundraising functions to its branches.

An activity holding significant future impact is CSSP’s work on developing corporate philanthropy in Indonesia. The goal is to prepare conditions that are conducive for CSOs who are looking for local sources of funds when the time is appropriate. Working with a support group that includes Ford Foundation, The Asia Foundation, Indonesia Business Link, Partnership for Governance Reform, Koalisi Untuk Indonesia Sehat and the Rio Tinto Foundation, CSSP helped organized a very successful meeting of chief executive officers and president directors in April.

This meeting – aptly called the “CEO to CEO Meeting on Corporate Social Responsibility” – reaffirmed the importance of philanthropy to their companies’ interests. More important, concrete next steps were planned by the CEOs themselves. To enhance networking and idea sharing, these executives decided to organize a corporate social responsibility showcase event on July 10. Each CEOs pledged to bring five new CEOs to this event. BP Indonesia offered its office space; Shell volunteered to organize the event; and PT Sigma Cipta Caraka volunteered its personnel. The larger group also agreed on the need for periodic meetings on this subject.

This CEO meeting is an initial, but very important step towards the long-term goal of developing corporate philanthropy as an alternative source of funding for Indonesian CSOs. An excerpt from the CEO participant statements sums it up best:

“The private sector may benefit by investing in the alleviation of poverty and illiteracy, and the promotion of democracy as a way to create stable and profitable markets. Poverty, illiteracy and repression create an unstable, high-risk business climate.”

### **K3. Detailed Financial Self-Reliance Impacts**

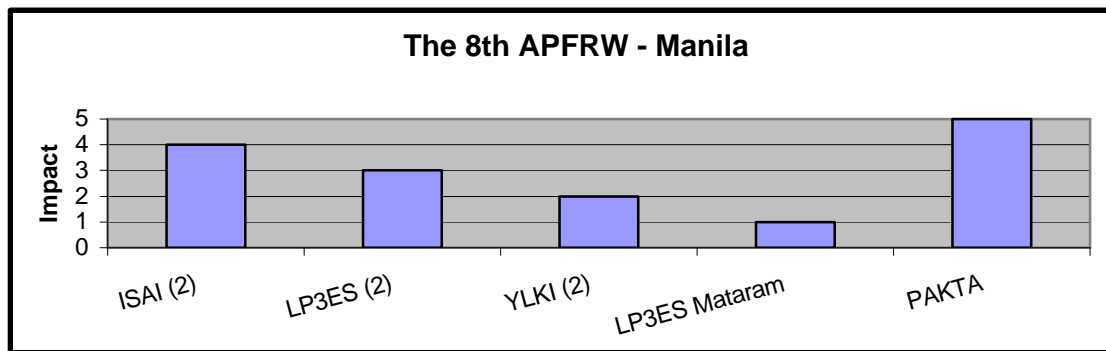
With CSSP just midway through its own program, expectations and contract benchmarks for realizing this performance objective are modest. CSSP has had the greatest impact at the level of awareness raising for CSOs that have participated in CSSP-supported events. Indeed, most CSSP grantees have been exposed to the concepts of FSR and are aware of its implications.

Nonetheless, there have been a number of notable achievements where CSOs have developed FSR plans and begun implementing them. The Impact Assessment Team telephoned a representative sample of individuals participating in these activities and events to learn how they have used their new knowledge. A detailed assessment of impacts – sorted by CSSP activity – is presented below.

#### **K3a. Raising Awareness through Workshops, Trainings and Seminars**

**8th Asia-Pacific Fund Raising Workshop.** As an initial effort to raise awareness, CSSP sent eight participants to the 8th Asia Pacific Fundraising Workshop held in Manila in March 2000. These participants represented influential Indonesia CSOs: ISAI, LP3ES, YLKI and Pakta. In addition, three staff from CSSP and USAID/CPT attended. In all, 29 other Indonesians participated in the workshop, which was attended by 150 people from around the Asia Pacific region.

In Manila, CSSP participants not only gained awareness of the importance of FSR, but some also began to train others in FSR principles. For example, ISAI subsequently held a similar workshop for organizations in its CSO network. Similarly, Pakta subsequently developed FSR training modules that they now use to strengthen other CSOs. Graph 1, below, depicts the extent of FSR development that has been achieved by the CSOs that took part in the Manila workshop through CSSP.



Graph Key:

1. Awareness raised
2. Consensus achieved re: FSR importance
3. FSR strategic plan developed
4. FSR plan implemented
5. Greater self-reliance attained

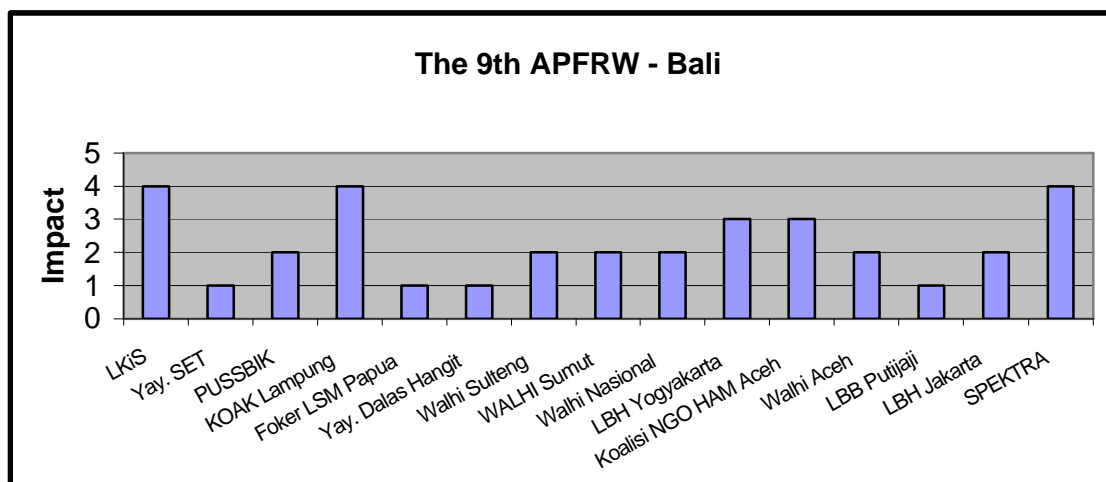
**ISAI financial sustainability and fundraising training program.** The next FSR opportunity was this training program organized by ISAI. Twenty-four came from 14 ISAI network members around Indonesia. ISAI successfully produced the FSR training modules itself for this program.

**Konferensi LSM/Ornop Advokasi se-Indonesia (Indonesian Advocacy NGO Conference).** This was a national conference, where participants from 130 advocacy organizations discussed “The Strategies, Roles and Sustainability of NGOs in Indonesia.” The conference was organized and funded by Pact, with additional financial aid from CSSP. CSSP was responsible for leading the important theme of financial self-reliance at this conference, and the FSR team addressed this issue in the plenary session. This was followed by a session for interested parties, which functioned similarly to a workshop. Fifty people attended this smaller session by CSSP specialists to explore alternatives for achieving financial self-reliance.

**Sawarung financial sustainability training.** Sawarung is an umbrella organization for a range of Bandung-based advocacy CSOs. This training session was arranged in response to the organization's request – an uncommon occurrence among advocacy CSOs in Indonesia. Skills and expertise were received by 25 participants from 11 leading CSOs in Bandung

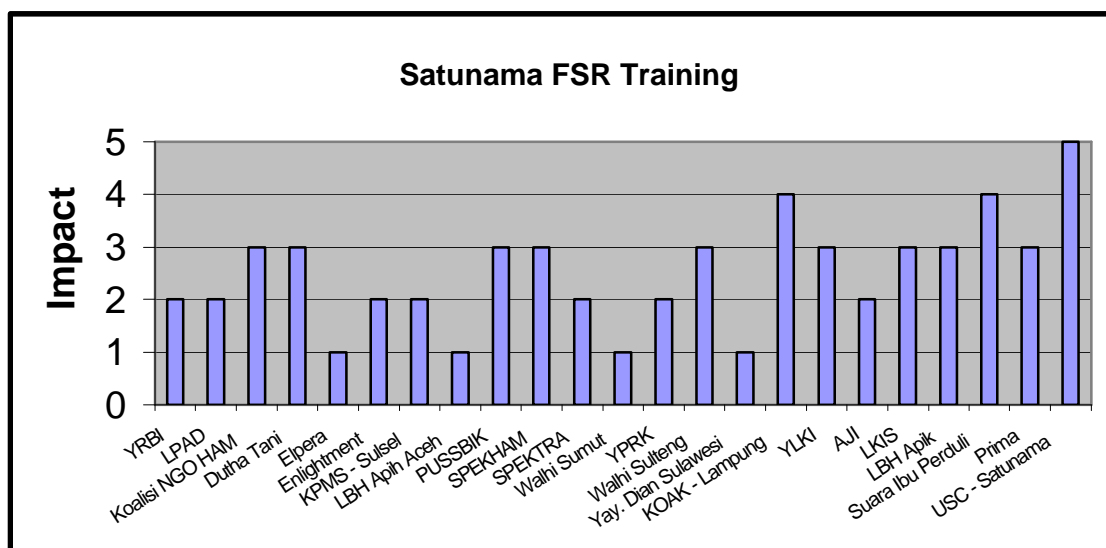
**9th Asia-Pacific Fund Raising Workshop.** CSSP supported staff from 15 partner CSOs for this international conference held in Bali in April 2001. A number of the participants credit the workshop with helping them execute initial fundraising functions. For example, LKiS-Yogyakarta created a publishing company after returning from this workshop. Spektra made the most spectacular progress by grabbing opportunities available in this workshop. This CSO expanded its network and directly contacted numerous fundraising case studies presented by other participating organizations. They also teamed with corporate sector partners PLN-Gresik and PT. Petro Kimia and the government agency DOLOG to implement projects and provide consultancy services.

Graph 2, below, depicts the extent of FSR development that has been achieved by the CSOs that took part in the Bali workshop through CSSP.



As of the time of this Impact Assessment, all of the participating organizations had, at a minimum, developed an increased awareness of FSR issues. Six CSOs had reached organizational consensus to set FSR as a goal and a further three had actually developed FSR plans.

**Public fundraising and organizational sustainability training.** CSSP contracted USC-Satunama to carry out fundraising training in Yogyakarta for CSSP's partners. Twenty-three CSOs took part. Graph 3, below, depicts the extent of FSR development that has been achieved by the CSOs that took part in this training.



Since the training, nine participating organizations have included FSR objectives in their strategic plans, while a further four have carried out activities towards FSR. Only one organization, the trainer Satunama, can be said to have attained FSR to date.

**Training in Surabaya.** Apart from facilitating access to FSR training opportunities, CSSP has also arranged FSR training itself for its own and USAID's partners. In Surabaya, CSSP conducted FSR training for five East Java grantees. In the months since the training, four of these CSOs have included aspects of FSR in their organizational strategic plans.



**An FSR resource.** Over the past year, CSSP has developed a reputation as a resource in FSR expertise and has been invited as participant or presenter at the following conferences and gatherings:

- The British Council Breakfast Meeting with the theme “Marketing for Non-Profit Organizations” in September 2000. Forty CSO participants attended this meeting.
- The National Conference of Yayasan Kesejahteraan Ibu dan Anak (The Mother-Child Welfare Foundation, YKAI). YKAI is an umbrella organization for groups across Indonesia. The conference was attended by 250 CSO activists and academics. CSSP spoke at the plenary session and participated in other smaller meetings.
- The National Conference of Yappika. Two hundred people attended this conference and they subsequently became members of Yappika's umbrella organization. Once again CSSP was invited as a guest speaker with the aim of introducing the principles of financial sustainability.

### **K3b. Raising Awareness through Book Translation and Distribution**

While there are many books on the subject of NGOs and fundraising, little is available in Indonesian. As part of CSSP's FSR awareness raising program, two books have been translated: *Towards Financial Self-Reliance* by Richard Holloway and *The Worldwide Fundraiser's Handbook* by Michael Norton. The first book has been distributed since July 2000, while distribution of the second book began in March 2001. Following are details regarding these two publications.

*Towards Financial Self-Reliance* was distributed to:

- Indonesian Participants from Manila Fundraising Training (40 copies)
- Private voluntary organizations working on democracy and health issues (34 copies)
- USAID/CPT's civil society partners (18 copies)
- ISAI Financial Sustainability Training's participants (24 copies)
- the NGO Conference in Bogor, participants and funding agencies (140 copies)
- Indonesia for the Future workshop participants, Bogor (50 copies)
- Sawarung financial sustainability participants (25 copies)
- YKAI National Conference participants (200 copies)
- coalition members for the Foundation Law (50 copies)
- participant of the British Council Breakfast seminar (50 copies)
- Yappika annual meeting participants (100 copies)

After about a year distributing this book in its beta edition, CSSP helped the author publish it in a final edition that included an additional 12 Indonesian case studies. The book launching took place in July 2001 and the publisher, Yayasan Obor, printed 2,000 copies. To date, 691 copies have been sold, 772 have been distributed to CSOs as promotions, 289 copies are on consignment and 248 copies remain. CSSP has been using this book in many seminars, workshops and the provision of technical assistance over the past six months.

*The Worldwide Fundraiser's Handbook* has been distributed to:

- USC-Satunama Fundraising Training participants (30 copies)
- All CSSP's partners and ex-partners (67 copies)
- LBH offices all over Indonesia (22 copies)
- Other CSOs (14 copies)

### **K3c. Achieving Consensus on the Importance of FSR among CSOs**

During CSSP's first year of implementation, it was discovered that there was little literature in Indonesian regarding fundraising or resources mobilization, especially for CSOs. Therefore, in a workshop held by CSSP in May 2000, with participants who attended the Manila workshop, CSSP accomplished the following:

- Agreed on the terminologies pertaining to fundraising
- Identified the full range of funding possibilities of fundraising
- Identified the needs of training in the field of fundraising

This consensus subsequently helped develop ideas on fundraising, thus raising awareness about FSR in the process. The terminology has also been used for the book translation.

### **K3d. One-on-One Technical Assistance to CSSP Grantees**

Several technical consultancies have been provided by CSSP to help CSO partners develop more tangible FSR plans. Examples include: SEAPA in Jakarta, PRIMA Ngawi, Walhi Aceh, Koalisi NGO HAM Aceh, YBRI in Aceh, Lakpesdam NU in Surabaya, YPSDI and LKM-Media Watch in Surabaya, LBH Surabaya and Yamajo in Jombang, East Java.

## **L. Special Activities Fund Impact Findings**

### **L1. Introduction**

The Special Activities Fund, or SAF, is a mechanism used by CSSP to support short-term or event-based activities in a flexible manner. It allows CSSP to quickly address issues that arise in its program regions or to offer initial limited support to CSOs being considered for longer-term assistance. It also provides opportunities for Indonesian civil society and reform leaders to attend overseas conferences and training, where they can learn from other countries' experiences with democratic governance. Similarly, the SAF offers a mechanism through which CSSP and USAID can interact with international NGOs doing work on similar issues.

SAF programs sometimes address USAID strategic objectives and results that fall outside CSSP's specific Scope of Work. For example, USAID and CSSP have used this Fund to support activities under the Mission's media development or justice sector reform objectives.

Over the first year of CSSP, the Special Activities Fund was used primarily to hold or attend conferences, workshops and study tours covering a range of issues related to Indonesia's democratic transition: human rights, reconciliation, interfaith dialogue, legal reform, legislative drafting, etc. Starting in Year 2, the SAF became more of a tool for individual CSOs to implement their own local activities addressing issues of concern to them and their constituents.

### **L2. Impacts of the SAF**

Over its first 2½ years of implementation, the SAF has led to a number of impacts across Indonesia, with an emphasis on focus provinces such as Papua and East Java. A large number of the activities and impacts described in this Impact Assessment under the headings of Performance Objectives 1, 2 and 3 were in fact supported by the SAF, due to its flexibility and ease of use. Others are discussed in this report's treatment of focus provinces such as Papua, or under subcontractor activities such as IFES. Those SAF programs that are described elsewhere in the Impact Assessment include:

- Kaliptra energy meetings, under PO 1 on Advocacy
- KPA agrarian reform conference, under PO 1 on Advocacy
- Civil society empowerment workshop in East Kalimantan, under PO 2 on CSO Management
- Manila fundraising workshop, under PO 3 on Financial Self-Reliance
- Bina Swadaya resource mobilization workshop, under PO 3 on Financial Self-Reliance

- ISAI fundraising training, under PO 3 on Financial Self-Reliance
- Trauma and peace building training and network strengthening for SKP Jayapura, under Papua
- Conflict and peace building training for adat leaders in Manokwari, under Papua
- Political polling development with LP3ES, under IFES
- Assistance to TVRI's transition to a public broadcasting network, under IFES

Beyond the above programs, the main impacts of the CSSP Special Activities Fund can be grouped into themes in line with CSSP's priority objectives. These are:

- Conflict reduction, peace building and reconciliation
- Human and women's rights
- Legal and justice sector reform
- Media development
- Public participation in governance

Below are details of the activities and impacts achieved in these areas through support from the CSSP Special Activities Fund.

### **L2a. Conflict Reduction, Peace Building and Reconciliation**

SAF programs in this thematic area have included the following:

- Study tour, coalition building and legislative drafting for Truth and Reconciliation efforts.
- National adat ceremony and advocacy seminars for religious freedoms and tolerance.
- Conflict resolution and peace building training in several locations in Papua and elsewhere.
- Interfaith assessment, dialogues and planning among religious and civil society groups.
- Scenario development to envision a peaceful, stable future for Indonesia.

**Program impacts.** Selected results from the SAF programs listed above include the following:

- **South Africa study tour and follow-up.** The South Africa truth & reconciliation and conflict resolution tour is the largest program supported by the SAF. It comprised a series of activities all geared toward learning lessons from South Africa regarding its Truth and Reconciliation Commission and its experiences with conflict resolution during the political transition. Events included a study tour to South Africa and follow-up dialogues in Jakarta, culminating with inputs into the draft bill to establish a Truth and Reconciliation Commission in Indonesia.

The aim of these activities was to inform the political transition in Indonesia by learning firsthand about the experiences of South Africa in the areas of truth and reconciliation and conflict resolution. In addition, it was hoped that the gained knowledge would be used to improve efforts toward truth seeking, reconciliation and conflict resolution in Indonesia. Participants totaled more than 30 representatives from government departments, the National Commission on Human Rights, military, police, civil society and victims groups from the conflict-torn provinces of Aceh, Maluku and Papua.

The program gave a greater understanding on reconciliation and conflict resolution because participants attended meetings with those involved directly in the matter in South Africa. It also provided excellent reference points for the drafters of a bill to create a TRC in Indonesia. Important follow-up steps taken by participants and their institutions included:

- ♦ Elsam, a leading national human rights advocacy CSO, adopted learning from this program to organize human rights victims, including the victims of the Tanjung Priok incident. Elsam has been hosting and facilitating regular meetings for the victims and family of victims so that they feel more consolidated and less vulnerable to be enticed with money by the perpetrators. Elsam also educates and updates victims regarding the draft bill to

establish an Indonesian TRC and instructs them how to put social and moral pressure on Parliament to consider discuss the draft law as soon as possible. (At present, the bill is with SekNeg, to be submitted to DPR perhaps later this year.)

- ♦ Following their return to Jakarta, several group members were appointed to the drafting team for a bill to establish a Truth and Reconciliation Commission in Indonesia. In an unprecedented step, civil society representatives were among those chosen. In the end, both the government and non-government participants in CSSP's program had extensive influence in setting the agenda on truth and reconciliation issues within the Gus Dur administration. And while no law has yet been submitted to the DPR, competing bills from other agencies that were either inappropriate or insufficient to achieve real results were prevented by the drafting team that included South Africa participants.
- ♦ The director of a leading interfaith dialogue CSO, Madia (Masyarakat Dialogue Antar-Agama), found the trip to South Africa "very inspiring." He and his colleagues witnessed that a society can solve its own conflicts without always relying on the government and other formal institutions. The visit also inspired discussions to formulate a definition of reconciliation that best fits the Indonesian conditions. These discussions are informally held by Madia each month between organizations dealing with interfaith issues.
- **Yayasan Trimulya religious tolerance ceremony and advocacy.** This was a two-day workshop followed by one-day seminar and distribution of leaflets and banners to discuss religious freedom in the context of the upcoming MPR Annual Session in Summer 2001. The seminar was attended by more than 100 representatives from CSOs, government and adat and local belief groups. The idea of these events was to highlight the importance of religious freedom in Indonesia and to demonstrate to MPR members (in advance of their annual session) that Indonesians support religious tolerance and do not support the Piagam Jakarta regarding the application of Syariah Law and the establishment of Indonesia as an Islamic state.

While Trimulya's advocacy efforts were completed and MPR members received their declaration, Trimulya lacked the strength by itself to steer policy in a given direction. In the end, the Piagam Jakarta was rejected due to widespread opposition, including that of Trimulya and its network constituents.

## **L2b. Human and Women's Rights**

SAF programs in this thematic area have included the following:

- Participation in international conferences on women's rights, trafficking in women, witness protection and an international women victims tribunal.
- Workshop on civil rights in Papua.

**Program impacts.** Selected results from the SAF programs listed above include the following:

- **Regional Conference of Victimized Countries, Taipei.** This workshop was organized by the Taipei Women's Rescue Foundation and attended by six Indonesia CSO representatives, primarily from legal aid foundations. The goal of the event was to select a panel of chief prosecutors either from each victimized country (including Indonesia) or from other countries. The panel would discuss the mechanics of an international tribunal to deal with cases of violence against women and would meet with victims and survivors to hear out their cases.

Two women legal aid lawyers from Indonesia found the trip "eye opening" and said the workshop had a great impact on their professional and personal perspectives on gender-based crimes. The presence of international human rights law experts was a notable asset. What they learned helped them draft charges for cases of gender-based crime here in Indonesia. In

addition, the workshop materials have become a handy and useful reference for their legal work. At the international level, an e-group was developed among participants to share information on human rights violation cases.

- **Workshop on civil rights in Papua.** One of CSSP's grantee CSOs in Jayapura, Aliansi Demokrasi untuk Papua (AIDP) held a one-day workshop on strategies to protect civil rights in Papua. Attended by 30 participants from civil society, government, military and religious organizations, the workshop served in part as a launching for AIDP's program of human rights education and advocacy.

The workshop sought to discuss and consolidate a common vision of civil rights, the legal background for civil rights and how civil rights law can be implemented in Papua. It led directly to the development of AIDP's grant program and established this new CSO formed by student activists as a credible organization in the eyes of civil society and government stakeholders. Furthermore, this activity and AIDP's subsequent human rights conflict efforts (see Papua section) are notable for their deliberate inclusion of police and military institutions in discussions of human rights and conflict in Papua.

## **L2c. Legal and Justice Sector Reform**

SAF programs in this thematic area have included the following:

- Publication of a review and analysis of Indonesian Commercial Court rulings
- Training and advice on the drafting of the Human Rights Court law
- National Law Commission hearings on legal reform
- Legal drafting training for DPR members

**Program impacts.** Selected results from the SAF programs listed above include the following:

- **Book on Indonesian Commercial Court rulings.** Using the SAF, CSSP helped an organization called CINLES research, publish and disseminate a book reviewing the case history and effectiveness of the Indonesian Commercial Courts. In many ways, this publication was the first of its kind in Indonesia, where court proceedings and rulings are seldom if ever made available to the public, much less printed and distributed.
- **Human Rights Court law drafting assistance.** CSSP supported a series of interventions designed to inform and improve the law to establish a Human Rights Court in Indonesia. The first step was a review of the draft Human Rights Court law by the University of Indonesia Human Rights Study Center. This was followed by a one-day workshop attended by the Special Committee for Human Rights Court Law, representatives of all factions in the DPR, DPR legal drafters, and the Human Rights Study Center.

Through this assistance, the drafting team and key DPR members received specialist advice and training, including in legal drafting training, legal analysis and legal formulation. These efforts greatly improved the legislation and resulted in a new law in 2001. The first such court, for gross human rights violations committed in East Timor in 1999-2000, are now in session, and future cases are being lined up. In addition, a special court for Papua is being considered along the same model, following the enactment of Special Autonomy for that province.

- **National Law Commission workshops.** In September 2000, CSSP supported four of the six national workshops organized by the National Law Commission, which had been established by then President Abdurrahman Wahid. These workshops were to discuss and plan an integrated program of national justice sector reform for Indonesia. The four CSSP-backed workshops, attended by law specialists from throughout Indonesia, discussed good governance and administrative law reform; legislative capability; legal training and professional standards;

and economic and financial law. The workshops paved the way for concrete reform plans in these sectors subsequently proposed by the National Law Commission, though to date only partly carried out. Support for the workshops complemented support that The Asia Foundation provided for the establishment of the Commission's secretariat, as well as technical support on justice sector reform provided to the Commission by the USAID-funded PEG project.

## **L2d. Media Development**

SAF programs in this thematic area have included the following:

- Journalism training for staff of the new Papua tabloid *Jubi*.
- Public service announcements regarding democratic institutions, non-violence and appointment of Supreme Court justices.
- Coordination and planning of USAID media development efforts.
- IFES assistance to TVRI on community broadcasting.

**Program impacts.** Selected results from the SAF programs listed above include the following:

- **Journalism training for staff of Jubi.** This was a week-long workshop for staff of the tabloid *Jubi*, based in Jayapura, Papua. Training was provided by members of ISAI, a media-focused CSO based in Jakarta (and also a CSSP grantee – see elsewhere in this report). The aim of the training was to improve personnel management, marketing, and management of the newly established weekly tabloid, which covers political, social and cultural topics across Papua province.

Over the past two years, *Jubi* has emerged as a leading media and voice for accurate information in Papua. It has won national and international awards for tabloids and is currently read by approximately 10,000 people every week across Papua.

- **PSAs regarding the appointment process for Supreme Court justices.** Working with our partner IFES, CSSP used the Special Activities Fund to produce a series of public service announcements on behalf of Commission II of the Indonesian DPR. The purpose of these PSAs was to educate citizens about participation in the “Fit and Proper” test process for candidates nominated as potential members of the National Election Commission and for candidates nominated for the positions of Chief Justice and Deputy Chief Justice of the Supreme Court.

The PSAs were widely received and successful. Numerous public comments were sent to the DPR Commission concerning the appropriateness of named candidates, as well as on the nature of the Fit and Proper Test process itself. As a result, the appointments of these positions were among the most transparent ever for senior Indonesian officials.

- **Community broadcasting assistance.** Eighty-five percent of Indonesian citizenry get their information on current events and public policies from television; more than from radio and newspapers. Yet, television broadcasts are highly centralized. 99% of all television programming from Television Republik Indonesia (TVRI), the government station, and 100% of private television stations, are produced in Jakarta. There is a dearth of local programming, which prevents civil society from using television to inform citizenry of local issues. This is of particular concern in the era of local autonomy.

The objective of this SAF program TVRI to increase regional community programming that can be used by CSOs to improve local understanding of local issues.

The program was implemented by the CSSP partner International Foundation for Electoral Systems (IFES), and involved a series of consulting services ranging from a technical review of draft broadcast legislation to advice to TVRI (and RRI) management on management,

organization, production and marketing, the implementation of eleven regional workshops to discuss the role of public broadcasting, developing capacities in public affairs programming, overseas training, and facilitating participative local programming initiatives throughout Indonesia. The outcome of this program has been significant. As of June 2002, these include:

- ♦ Regular weekly programs have been established through regional TVRI stations in Bali and Yogyakarta. TVRI Denpasar increased locally programmed shows from 7 to 26 between March and April 2002. TVRI Yogyakarta produced 12 shows between April and June 2002.
- ♦ The base of community broadcasts has been expanded in the 16 areas in which local CSOs have been assisted to produce media programs on their activities. 291 programs have been produced, reaching a peak of 22 programs a week between February-April 2002.
- ♦ Community groups are able to access free air time on TVRI, though production costs are still being subsidized by IFES.
- ♦ Community/TVRI/RRI consultative mechanisms, known as Local Consultative Forums) are in place in Padang, Surabaya, Makassar, Samarinda, Manado, Jayapura, Yogyakarta, Bandung, Medan and Denpasar. In general, impacts have been increased society awareness of public issues, increased participation by governments and legislatures in solving local problems, strengthened CSO advocacy capabilities due to a vast increase in their audiences, and more direct communication between society and local officials.

Some specific examples of the impact of this program have included:

- ♦ RRI Yogyakarta provides support for CSO advocacy by giving 60 minutes each week to discuss social problems in the region.
- ♦ Invitations from RRI Surabaya and TVRI Denpasar to local CSOs as regular discussants on programs relating to social advocacy issues.
- ♦ For the first time, Pertamina, DPRD and CSOs were brought together to publicly discuss fuel price issues in the local media in Palembang.
- ♦ Support for a weekly NGO program in Manado as a model of regular weekly programming for CSO advocacy.
- ♦ Regular programming for the City Council of Surabaya to explain its programs, seek public input and discuss its activities.
- ♦ Media opportunities were provided for human rights advocacy regarding domestic violence and domestic workers that had previously been refused in Medan.

## **L2e. Public Participation in Governance**

SAF programs in this thematic area have included the following:

- Workshops to empower village representative councils in East Java.
- Workshops on local autonomy.
- National NGO conference on civil society and democracy.
- IFES assistance on public opinion polling

**Program impacts.** Selected results from the SAF programs listed above include the following:

- **Workshops to empower village representative councils in East Java.** The objective of these discussions held in Lamongan, East Java, was to promote good governance at the village level by empowering Badan Perwakilan Desa and Kelompok Swadaya Masyarakat (Village Representative Councils and Community Enterprise Groups, respectively) to participate effectively in village governance, including providing them with tools to encourage broad participation by their constituents.

Thirty-two people from seven villages attended, and each village was represented by its BPD and KSM – including 14 women KSM members. KSMS are bodies that focus on economic strengthening at village level. The CSO leading this program, Yapsem, wants to bring about collaboration between BPDs and KSMS so that they can obtain a better understanding of the roles and functions of their respective institutions, and thereby constructively involve themselves in village governance.

The training had broad support by local authorities. It was opened by the Bupati of Lamongan, and several resource persons were local government officials, who gave sessions in regional autonomy legislation, participation in development planning, village regulations and village budgets. The facilitators were provided by another of CSSP's grantees in East Java – Lakpesdam NU.

For KSMS, which are formed by communities themselves, the training was an opportunity to change their perception of BPDs and local government, and to explore channels for exchange of information and ideas concerning village governance. For the BPDs, the activity allowed them to discuss problems in their villages with district officials and to compare experiences with BPDs from other villages.

- **Public opinion polling.** During Indonesia's political transition from authoritarian to democratic rule, the absence of accurate, relevant and impartial national data on public opinion has hindered the development of sound public policies. The CSSP Special Activities Fund was used to carry out annual public opinion polls in 2000 and 2001. The objectives of this activity were to:

- ♦ Capture the voice of the "silent majority" so that it becomes a reference for political decision making of policy makers.
- ♦ Increase the credibility of polling in Indonesia especially for the making of public policy.
- ♦ Improve the quality of polling done by polling institutions in Indonesia.

From June-August 2000, the Consortium for Public Opinion Polling, working with the CSSP partner IFES, conducted a national public opinion poll of 3,000 respondents in 20 provinces throughout Indonesia. The results of this public opinion survey were presented directly to MPR and DPR members, as well as to the general public. A similar survey was carried out the following year. These activities were the first times impartial public opinion polls had been submitted to Indonesia's Parliament after 30 years of autocratic government rule.

The impacts of these public opinion polls were quite significant. They included:

- ♦ **Increased awareness among Indonesia's Parliament of the importance of opinion polling as a tool for gauging the voice of the people.** These successive polls have gained increased acceptance within the DPR and MPR Secretariats as legitimate and useful sources of data for Parliament. One illustration is the fact that the DPR and MPR recently commissioned IFES to test public opinion about the current political situation in 2002. The approval ratings for key leaders developed by the poll were also published in the MPR in-house journal. IFES supported this third public opinion survey in 2002, but used a private survey company as a partner, given concerns it has about the capabilities of the Consortium for Public Opinion Polling, as discussed below.



- ♦ **Increased awareness and understanding among the public about the importance of public opinion polls.** National television, radio and newspapers have featured the poll results. One very recent example of this is the 24 June 2002 article in *The Jakarta Post*, a prominent national newspaper, that highlighted the results of the 2002 survey. This article described the approval ratings of executive and legislative branch leaders and compared those results with previous surveys. The article discussed public satisfaction with the performance of the MPR and DPR, and with the national reform agenda in general, including: law enforcement, regional autonomy and corruption.
- ♦ **Greater accuracy in actual polling.** The CSSP supported polls were significantly more accurate than other polls carried out. As the referenced article in *The Jakarta Post* notes, IFES was one of only a few institutions that predicted the outcome of the 1999 general elections, because most surveys have a strong urban bias, while the IFES methodology is more representative and inclusive of rural areas and all regions of Indonesia. The CSSP/IFES supported polls in 2000 and 2001 were also more accurate because they were neutral and objective, merely seeking to reflect the voice of the Indonesian people.

## **M. CSO Service Provider Impacts**

CSSP is beginning to develop an Indonesian capacity to deliver technical assistance, training, and other services to CSOs. This is critically important for sustainability of civil society in Indonesia. These service providers will be able to continue to strengthen Indonesian CSOs, long after the CSSP program ends. CSSP impact in the service provider market includes:

- Helping established Indonesian training and consulting organizations serve the civil society community. For example, CSSP has assisted USC-Satunama in Yogyakarta to develop about a dozen training programs, ranging from organizational self assessment to conflict resolution, all specifically directed at CSOs.
- Establishing a cadre of civil society professionals who can deliver services and training to CSOs directly. CSSP has organized and supported a number of training of trainers for capacity building processes such as organizational self-assessment and strategic planning. One example is the Technologies of Participation (ToP) training that CSSP organized in November 2001, which taught 22 CSO activists how to encourage participation by multiple stakeholders.
- Strengthening CSO networks and their ability to help smaller CSOs, especially in the provinces. For example, LPPMA in Papua assists adat community institutions and Leksip in East Kalimantan aids a variety of local labor unions.
- Pioneering programs that facilitate CSOs helping each other, trading on their respective capabilities. This low cost methodology – called MIRPP – is taking place now in East Java to strengthen village representative councils.
- Using information and communication technologies to service Indonesia's civil society community. CSSP's partner Pakta is establishing a virtual CSO service center that can deliver low-cost information and services to CSOs throughout Indonesia.

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### III. Conclusions

Over its first 2½ years, CSSP has had a significant impact on supporting and strengthening civil society in Indonesia. Specifically, in its first 2½ years, CSSP has strengthened more than 40 viable and influential Indonesia CSOs through intensive training and grant assistance. More broadly, CSSP has provided capacity building or technical assistance to more than 200 CSOs across the country, with a focus on those in USAID's six focus provinces. Key CSSP partners include the following examples:

- Four nationally recognized CSOs (ISAI, SEAPA, AJI and YLKI ) that are addressing nationwide media and social sector issues.
- Several national networks of CSOs joined to address specific policy issues. An example is Walhi, where CSSP strengthened the national network, as well as three regional networks. In addition, more than a dozen local branches of national CSOs addressing regional human rights and conflict resolution concerns, such as Koalisi NGO HAM in Aceh and SKP in Papua.
- Numerous provincial or more local networks of CSOs. One example is CSSP support for local adat institutional networking in Kabupaten Jayapura in Papua with LPPMA. Another is the CSO Leksip in East Kalimantan that assists with labor union networking.
- More than 25 provincial and district level CSOs addressing local concerns. Many of these organizations are new, and CSSP has been the first outside program support they have received. AIDP in Papua, for example, is carrying out its first program with CSSP and as a result has already developed recognized expertise in mapping human rights conflicts.

CSSP is particularly proud of the institutional strengthening impacts achieved with SEAPA, YLKI, Pakta, Elpera, Walhi, Koalisi NGO HAM, and the East Java City Forum. Case studies describing CSSP's integrated assistance to these CSOs were included above in this Assessment.

All of these CSOs are fully engaged in policy dialogue, ranging from human rights abuses in Aceh to strengthening adat institutions in Papua, and piloting village and local governance in East Java. Many of these CSOs have been given a seat at the table in terms of policy making. Some have been invited by local authorities to help address key regional issues. Others have demanded a seat at the table. Few have been allowed to participate in policy implementation. One example is Dutha Tani that helped 230 farmers in West Java to obtain clear title to their farms. KoAK in Lampung has investigated and highlighted local cases of corruption, involving donor projects that implicate high-level officials.

CSO partners raised and helped resolve key issues for continued democratic evolution. CSSP policy impacts can be usefully divided into:

- Large scale, national impact on Indonesia. One example would be support for the national media with three grants to SEAPA, AJI and ISAI.
- Provincial level impact. One example is human rights protection in Aceh with support from Koalisi and Walhi Aceh.
- More local impacts. One example is the 18 city forum in East Java supported by CARE.

Policy and institutional impacts within CSSP provinces has been more striking.

- In Papua, CSSP has contributed to an improved environment for democracy and governance, a greater for CSOs in resolving conflicts and influencing the political agenda, increased capabilities among an influential group of Papuan CSOs, and expanded information and opportunities for marginalized Papuan communities.
- In East Java, CSSP has contributed to local governments becoming more open to comment and criticism, CSOs being better able to engage with local governments, and to advocate for changes and improvements in policies, budgets and service provision, CSOs being better informed about decentralization, more citizen groups being mobilized, organized and empowered, citizens having more access to information on government policies, plans and budgets, and more opportunities to participate in governance; and citizens being more aware of the role of the media. Further, a viable and influential group of East Java CSOs has been strengthened and they are better networked with each other.
- In Aceh, CSSP contributed to increased protection and awareness of human rights, increased political space for civil society participation; and strengthened capacity of a core group of Acehese CSOs and their extensive partner networks.

CSSP impact on CSO financial sustainability is on track. CSSP has had its greatest success in increasing awareness of the importance of financial self reliance at the professional and CSO levels. At the same time, CSSP has helped some CSOs develop and implement activities leading to financial sustainability.

CSSP is beginning to develop Indonesia civil society service providers who will assist CSOs long after CSSP support ends. The innovative MIRRP provides low cost technical services to CSOs through networking and mutually beneficial service relationships.

Impact trends for the future look very positive. To date, 11 grants have been completed, most only months ago. CSSP anticipates greater impacts from the 28 current grants that were reviewed for the Assessment when they are completed. In addition, 5 grants have been awarded recently and are in their early stages of execution, and another 28 grants are already under development by CSSP's grant and financial managers.

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### IV. Lessons Learned and Recommendations

A number of lessons have been learned that lead to recommendations concerning how CSSP might consolidate existing impacts and maximize future impacts. These are important considerations as CSSP passes the midterm of its program period.

One important lesson and recommendation is that planning for financial self-reliance (PO 3) needs to be built into all grant programs from the beginning. A number of CSSP grants have been completed, while it is not clear whether and how the advocacy and services these CSOs provided can be sustained. One example is the excellent public awareness campaign for peaceful coexistence and conflict resolution that Foker LSM mounted in Papua. These media campaigns need to be continued, but continued financing for these relatively expensive measures is not assured.

CSSP might consider revisiting the grantees who have completed CSSP programs to learn how they are faring. Technical support might be provided to help them secure future funding. Similar support should be provided to current grantees. CSSP might consider examining the sustainability issue more before new grants are awarded.

CSSP has begun to develop a civil society service industry, as noted above. A more deliberate effort to develop such service providers should be considered for the remaining years of CSSP. One possibility would be to design and implement a specific program focused on strengthening the service provider industry on the supply side, and simultaneously developing a voucher program for CSOs to secure training and technical assistance to stimulate the demand side.

The Internet can be used to consolidate existing impacts and maximize future impact. PAKTA-like programs should be encouraged, as they offer a low-cost means of strengthening CSOs. Further, all new CSSP grant awards should provide for Internet access, mastery and content so that CSOs can better use the Internet when CSSP support ends.

A final lesson learned and recommendation concerns impact assessment itself, which is part of a good monitoring and evaluation plan. A more systematic effort should be made by CSSP to examine impacts of programs. This involves not only grants, but also technical services and training. The follow-up phone calls conducted by CSSP's short-term consultant for this Impact Assessment were a first for CSSP. This process should become routine so that CSSP program managers better understand how their assistance is being used.

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### Attachment A: Achievement of Semi-Annual Benchmarks per USAID-CSSP Contract

The following is a brief assessment of CSSP's achievements to date (end of June 2002) in terms of the semi-annual benchmarks laid down in the September 1999 contract for CSSP between USAID and Chemonics International.

The benchmarks set out by the CSSP contract are organized by the four Performance Objectives listed in CSSP's Scope of Work. These Performance Objectives (POs) are:

- PO 1 – Improve CSOs' ability to analyze, articulate and advocate for policy reform and implementation
- PO 2 – Improve the ability of Indonesian CSOs to plan and manage their activities and resources.
- PO 3 – Improve the ability of Indonesian CSOs to obtain and raise funds for their ongoing programs.
- PO 4 – Award and effectively manage grants to Indonesian CSOs

Below is an assessment of the extent to which CSSP has achieved or surpassed these benchmarks during its initial 2½ years.

#### A. Performance Objective 1: Advocacy Development

This performance objective calls for:

“Analysis, articulation and effective advocacy for policy reform and implementation – Strengthen the capacity of Indonesian NGOs to analyze needs and policy issues; articulate recommended reforms; successfully advocate for needed reforms; and help ensure effective implementation of those reforms.”

PO 1 semi-annual benchmarks listed in the CSSP contract are as follows:

- a. Selected Indonesian NGOs using reliable research to develop policy positions
  - Year 1: SA1 Credible research sources on civil society issues identified and disseminated
  - Year 1: SA2 Indonesian NGOs using such research for internal discussions and debate
- b. Selected Indonesian NGOs articulate policy positions through professional means (policy papers, etc.)
  - Year 2: SA2 Indonesian NGOs effectively articulating positions based on solid data**
- c. Selected Indonesian NGOs effectively advocate their issues with the Government, parliament, local leaders and the people
  - Year 3: SA1: At least two policy papers on important issues issued by supported Indonesian NGOs'

#### I. A1. Assessment of PO 1 Benchmark (a) Achievement

Both benchmarks were achieved in both Years 1 and 2. Sources of credible research were identified and publicized, but applied research, advocacy case studies and other civil society materials were found to be lacking. CSSP therefore supported the production, publication and dissemination to interested CSOs of several important studies, including

- A set of nine case studies of CSO advocacy in practice, later published by the CSO INSIST as Mansour Fakih, ed. *Memecah Ketakutan Menjadi Kekuatan: Kisah-kisah Advokasi di Indonesia [Dispelling Fear and Increasing Strength: Advocacy Stories in Indonesia]* (Yogyakarta: INSIST Press, 2002).
- Three studies of decentralization by the Center for Public Policy Studies, a group of Surabaya-based scholars, most of them from Airlangga University. The 3 studies were:
  - ♦ A short study of NGOs and decentralization, published as CPPS Team, ed. *LSM dan Otonomi Daerah [NGOs and Decentralization]* (Surabaya: CPPS/CSSP, July 2001).
  - ♦ A set of eight papers on decentralization for local government officials, parliamentarians and CSOs, later published in 500 copies as Asfar, Muhammad, ed. *Implementasi Otonomi Daerah (Kasus: Jatim, NTT, Kaltim) [Implementing Decentralization (Case Studies: East Java, NTT, East Kalimantan)]* (Surabaya: CPPS and others, September 2001).
  - ♦ A set of eight packs of training materials on decentralization to accompany the book listed above (ii), published in 500 copies as Asfar, Muhammad, ed. *Materi Pelatihan Otonomi Daerah: Penyiapan Stakeholders Lokal Pelaksana Otonomi Daerah [Training Materials on Decentralization: Preparing Local Stakeholders for Putting Decentralization into Effect]* (Surabaya: CPPS and others, September 2001).
- An Indonesian parliamentary guide and accompanying CD-ROM, with 15 articles by different contributors on the DPR and MPR in the reform era, a description of the structure of the DPR and MPR, and biodata on the members of both houses. Published as Suryakusuma, Julia, ed. *Panduan Parlemen Indonesia [Indonesia Parliamentary Guide]* (Jakarta: Yayasan API, July 2001), and distributed to 2,000 interested groups and individuals, including CSOs, with a further 1,000 distributed to bookshops for sale.

#### A2. PO 1 Benchmark (a) Commentary

A number of studies by political scientists and others on the meaning and interpretation of contemporary aspects of civil society in Indonesia were in place when CSSP began. Others have been undertaken since the beginning of 2000. Such studies include

Antlov, Hans 'Village Governance in Indonesia – Past, Present and Future Challenges' (Jakarta: unpublished MS, July 2000)

Azra, Azyumardi *Menuju Masyarakat Madani: Gagasan, Fakta, dan Tantangan [Towards Civil Society: Opinions, Facts and Opposition]* (Bandung: Rosda, 1999)

Baso, Ahmad and others *Civil Society versus Masyarakat Madani: Arkeologi Pemikiran "Civil Society" dalam Islam Indonesia [Civil Society versus Masyarakat Madani: an Intellectual History of 'Civil Society' in Indonesian Islam]* (Jakarta: Pustaka Hidayah, 1999)

Prasetyo, Hendro, Ali Munhanif and others *Islam & Civil Society: Pandangan Muslim Indonesia [Islam and Civil Society: Indonesian Moslem Views]* (Jakarta: Gramedia, 2002)

Rahardjo, M. Dawam *Masyarakat Madani: Agama, Kelas Menengah dan Perubahan Sosial [Masyarakat Madani: Religion, the Middle Class and Social Change]* (Jakarta: LP3ES, 1999)

Silk, Thomas, ed. *Filantropi dan Hukum di Asia [Philanthropy and Law in Asia]* (Jakarta: Asia Pacific Philanthropic Consortium, 1999)

Wolters, W.G. 'The Making of Civil Society in Historical Perspectives' (Jakarta: University of Indonesia Labsosio Research Programme on the Making of Civil Society in Indonesia, 2002)

Where appropriate these and other more general works on civil society by Robert Putnam, Ernest Gellner, John Keane, etc. have been drawn to the attention of CSO partners, consultants and others working with CSSP.

CSSP has also actively distributed selected texts for the use of CSOs, among them ones translated, edited and/or ring-bound by CSSP itself. These have included the studies by Antlov and Silk, given above, and the following, some research-based, others training texts based on primary and secondary sources of data:

Gubbels, Peter and Catheryn Koss *Dari Akar Ke Atas: Menguatkan Kapasitas Organisasi Melalui Penilaian-Diri Terbimbing* [Indonesian version of *From the Roots Up: Strengthening Organizational Capacity through Guided Self-assessment*] (Oklahoma: World Neighbors, 2000)

Holloway, Richard *Menuju Kemandirian Keuangan [Towards Financial Self-Reliance]* (n.p.: Beta Edition, 1999)

Holloway, Richard *Menuju Kemandirian Keuangan [Towards Financial Self-Reliance]* [Indonesian edition, with an introduction by Emil Salim] (Jakarta: Obor Foundation, 2001)

Holloway, Richard and Brenda Tambatamba Liswaniso *Handbook: How Zambian NGOs can use Advocacy as a strategy to advance their missions* (Lusaka: PACT, May 1999)

Kirana, Chandra and Ichsan Malik *Kerangka Kerja Pengembangan Institusi* [Indonesian version of An Integrated Toolkit for Institutional Development] (Jakarta: WWF, USAID and others, 2000)

Norton, Michael *Buku Panduan bagi Para Penggalang Dana di Seluruh Dunia* [Indonesian version of update of Sam Clarke, *The Complete Fundraising Handbook*] (London: Resource Alliance, 1998)

Particular studies, including those by Holloway and Antlov, were widely disseminated with the agreement of the authors.

In addition CSSP team members have distributed other studies and materials relevant to CSOs and their concerns as the occasion has arisen. For example, CSSP provided papers on foundation law to the CSO forum discussing CSOs' response to the new Indonesian foundation law (see QR4, p.9 and QR10, p.12).

When CSSP began there was, however, a shortage of substantial studies on civil society with an applied dimension, relating to policy and practice. In the first months of being operational CSSP therefore explored a suitable avenue for undertaking a series of policy-related case studies on advocacy for use by the broader CSO community. The outcome was the series of 9 (originally 10) participatory research projects on CSO advocacy issues, coordinated by INSIST. The projects involved participatory research planning and research by concerned CSOs, workshop-based discussions among the participating CSOs and others on the results of the research and the issues raised, and the publication of the studies, first in loose-leaf form and then as a book.

CSSP also looked into ways of informing CSOs about the facets of political decentralization most relevant to them. The outcome was the 3 CPPS studies of decentralization, used as discussion material by East Java and other CSOs. In addition CSSP supported the production of the Yayasan API guidebook on the DPR and MPR for the use of CSOs and others.

## II. A3. Assessment of PO 1 Benchmark (b) and (c) Achievement

Both benchmarks have been achieved. In addition to the position papers on selected aspects of advocacy and political decentralization mentioned above, CSSP support in Years 1, 2 and 3, especially in Years 2 and 3, has enabled some 14 CSOs to undertake research and produce policy-related papers or draft legislation on human rights, land rights, municipal management, environmental protection and other issues relating to democratic civil society. Among these have been:

- Draft legislation on ‘the protection of, and restitution for, victims of violence in Aceh’ by CSSP grantee Koalisi NGO HAM Aceh.
- A critical brief on the implementation of the new national Foundation Law, submitted to the national DPR by Yappika and other NGOs with technical support from CSSP.
- A critical commentary on the annual budget of the Pamekasan regent (district head), submitted by the Pamekasan City Forum, supported by CSSP, to the head of the Pamekasan DPRD.
- The South East Asia Press Alliance (SEAPA) 2001 Annual Report, *Natural Press Attackers*, produced as part of a program supported by a CSSP grantee, documenting violations of press freedoms and used as advocacy material in pressing for greater government protection of journalists.

### B. Performance Objective 2: CSO Planning and Management

This performance objective calls for:

“Internal management and planning – improve the ability of Indonesian NGOs to plan and manage their activities and resources. Areas of NGO operation to be improved by the Contractor include: financial management, internal auditing, accessing technical services, strategic planning, target setting, defining indicators of progress, collecting data, monitoring, evaluation, personnel management and policies, and property management.”

PO 2 semi-annual benchmarks listed in the CSSP contract are as follows:

- a. Selected Indonesian NGOs have suitable financial management systems in place
 

Year 1: SA1	Selected Indonesian NGO grantees and potential grantees for FY2001 have program strategies and financial management plans
Year 1: SA2	Extensive on the job training and other selected training provided for NGO grantees on financial management, administrative policy setting, audit management, and strategic planning and given to Indonesian grantees and/or potential grantees
- b. Strategic plans in place, including performance targets and measurement
 

Year 2: SA1	<b>Financial management plans refined and spot-checked</b>
Year 2: SA1 systems	<b>Strategic plans reviewed, developed, and monitoring and evaluation installed</b>
Year 3: SA1	<b>Data collection commences</b>



**Year 3: SA1      Initial and/or pre-audits conducted and findings promptly resolved.**

### *B1. Assessment of PO 2 Benchmark (a) and (b) Achievement*

All the benchmarks under this Performance Objective have been achieved, though in the case of audits conducted the findings of only 4 out of 7 (57%) resulted in prompt resolution of problems identified.

In Years 1 and 2 CSSP provided advice and training to some 35 current and upcoming CSO grantees on basic financial management and in the administrative skills needed to meet USAID requirements and manage a grant-funded program. The CSOs were also trained in the development of strategic program plans through logframe analysis. In Years 1 and 2 CSSP awarded grants to 29 of these CSOs, 4 of them in Year 1 and 25 in Year 2. Once grants were made, CSSP Grant Managers monitored the financial management reports of the CSOs concerned in the light of their financial management plans.

In Years 1 and 2 CSSP organized and ran training workshops for some 45 current and upcoming USAID-CPT and CSSP grantees on financial management. CSSP also ran 6 workshop on reporting, monitoring and gender issues. 5 of these 6 workshops, undertaken in Year 2, trained new CSO grantees in reporting by indicators according to USAID needs. Thereafter the CSOs began collecting the data required for such reporting.

In Years 1 and 2 CSSP technical staff and consultants undertook full strategic planning exercises with 3 leading CSOs supported by USAID-CPT, and gave one-on-one advice on management and organizational capacity building to 7 others, as well as 8 smaller CSOs in Papua. CSSP's CARE Sidoarjo team also organized a planning workshop for 11 City Forums in East Java which resulted in 10 of them drawing up strategic plans.

In Year 2 the CSO Service Provider Satunama received CSSP support to provide training to 24 CSO grantees by means of 6 workshops, each 7 to 10 days long, in 3 core aspects of CSO management – human resource management, strategic planning, and financial management – as well as in 3 other, related fields of technical expertise.

In Year 3 CSSP arranged for audits of 7 CSSP grantees, 5 of them mid-term and 2 towards the end of the grant-supported programs. The audits, which focused on potential problem grantees, produced findings which were promptly and effectively acted upon in the case of 4 of the 7 CSOs concerned.

### *B2. PO 2 Benchmark Commentary*

The pervasive influence of corruption at all levels of Indonesian society, itself the target of much CSO work, inevitably taints the work of a larger number of CSOs than in, say, neighboring countries such as Australia, Singapore, Malaysia, or Thailand. This explains why despite its rigorous procedures and diligent monitoring, CSSP gave grants to 3 CSOs that, as audits showed, misused or misapplied grant funds. In all 3 cases CSSP either discontinued funding for the CSO concerned or took other steps to secure the return of misused funds.

### **C. Performance Objective 3: Funding and Financial Self-Reliance**

This performance objective calls for:

“Indonesian NGO capacity to obtain funding – designated Indonesian NGOs will be able to apply for and secure grant funding for the pursuit of their democracy-promotion activities from international donors and local sources. In addition, Indonesian NGOs will plan to and raise funds through individual and institutional donations and other income-generating activities.”

PO 3 semi-annual benchmarks listed in the CSSP contract are as follows:

- a. Selected Indonesian NGOs acquainted with procedure for application to USAID for funding
  - Year 1: SA1 Selected Indonesian NGOs understand requirements for application to USAID for funding
  - Year 1: SA2 Selected Indonesian NGOs apply to USAID for funding
- b. Indonesian applications to Contractor are approved
  - Year 2: SA2 At least 4 new grantees to Contractor approved for funding**
- c. Selected Indonesian NGOs secure funding from [elsewhere than USAID]
  - Year 3: SA1 NGOs actively solicit funding from other donors
  - Year 3 SA1 At least one NGO receives other donor funding for the first time

*C1. Assessment of PO 3 Benchmark (a), (b) and (c) Achievement*

These benchmarks have been achieved, (a) and (b) very amply. During Years 1 and 2, 377 proposals for grant support out of a total of more than 1,000 applications received were considered for grant support by the joint USAID-CPT/CSSP Project Review Committee. These resulted in the USAID Contracting Officer giving written approval for 29 grants during those 2 years, and for a further 15 by May 2002, more than 80% of them for first-time USAID-CPT/CSSP grantees. All these NGOs receiving CSSP grants understood USAID funding requirements, the understanding being a prerequisite of CO approval for CSSP funding.

During Years 1, 2 and 3 selected individual CSOs approached other donors for funding for the first time, with CSSP encouragement and assistance. They include Yayasan PAKTA, which gained support from 3 other donors for its CSSP-assisted website and web network.

*C2. PO 3 Benchmark Commentary*

In Year 3, CSSP began addressing the issue of financial self-reliance (FSR) and diversity on a more systematic basis than it had done earlier, in a manner consistent with the contract and USAID instructions. It did this by discussing FSR with most of its existing grantees, and by making FSR an integral part of grant development with upcoming grantees. With USAID's encouragement it also extended the scope of its work on FSR as defined under its contract by developing corporate interest in corporate social responsibility, and cultivating a group of future Service Providers in the FSR field.

D. Performance Objective 4: Grant Awards and Management

This performance objective calls for:

“Small grants to selected Indonesian NGOs awarded and managed effectively – award and manage 10-15 grants per year and provide the same technical and administrative services. These small grants will also support NGOs working in democracy-promotion, but will also support NGOs focusing on long-term civil society issues such as financial sustainability, domestic constituency-building and self-accreditation and self-regulation.”

PO 4 semi-annual benchmarks listed in the CSSP contract are as follows:

- a. Solicitation for small grants issued semi-annually

- |             |   |
|-------------|---|
| Year 1: SA2 | Contractor issues RFA                                       |
| Year 1: SA2 | Contractor and USAID review properly submitted applications |
- b. Proposals for small grant funding are efficiently processed and awards are timely
- |             |   |
|-------------|---|
| Year 1: SA2 | Contractor awards grants after securing a written USAID approval and an efficient negotiating process based on sufficient information and rapid, appropriate response from applicants |
|-------------|---|
- c. Small grants awarded managed effectively
- |             |   |
|-------------|---|
| Year 2: SA1 | Grants initiated with suitable training and information sharing |
|-------------|---|
- d. Regular grant monitoring and timely reporting provided to USAID and small grantees.
- |             |  |
|-------------|--|
| Year 2: SA1 | Grant monitoring systems and databases established   |
| Year 3: SA1 | Feedback and consultation mechanisms between USAID, grantees, potential grantees, and broader Indonesian society established and held on a regular basis |

*D1. Assessment of PO 4 Benchmark (a) Achievement*

The second benchmark under (a) was achieved, through the consideration of grant proposals at the weekly meetings of the USAID-CPT/CSSP Project Review Committee, proposals being presented to the Committee in synopsis form in accordance with a style of formatting and preparatory work decided on with USAID. The first benchmark under (a) was not achieved in Year 1 because USAID instructed CSSP not to issue RFAs. However the benchmark was partially achieved in Year 2, when USAID agreed to CSSP's proposal to issue one-off RFAs for 3 of the 6 geographical focus regions identified in USAID Indonesia's September 2000 Strategic Plan.

*D2. PO 4 Benchmark (a) Commentary*

In the 2<sup>nd</sup> quarter of CSSP's work, USAID-CPT instructed CSSP not to issue RFAs because of the sensitive nature of USAID's Democracy and Governance activities. But following changes within USAID-CPT and the issuance of USAID Indonesia's Strategic Plan in mid-2000, CSSP published calls for expressions of interest in CSSP from CSOs in East Java, East Kalimantan and Papua, 3 of USAID's 6 newly-defined geographical focus areas. Thereafter it was agreed with USAID that no further RFAs were needed, at least for the time being, given the size of CSSP's grant budget and the volume of applications being received from CSOs in the 3 regions and elsewhere.

*D3. Assessment of PO 4 Benchmark (b) and (c) Achievement*

**These benchmarks were achieved, amply in the case of grants awarded with written USAID approval (see above for grant number details). In some instances, however, the time taken to secure information from applicants was slower than the Contractor or USAID anticipated.**

*D4. PO 4 Benchmark (b) and (c) Commentary*

**The emphasis in CSSP's work with new grantees was due procedure, caution and training in fields in which the prospective grantee was deficient. Negotiations were efficient by these standards, and ensured the construction of properly functioning grantee systems of management and administration with CSSP advice, and the provision of needed information. Due speed in meeting the benchmark was, however, harder to achieve, especially in Year 1 and the first part of Year 2, because of logistical and liaison difficulties. The result was that in a few**

**cases new grants took an unexpectedly long time to be developed. By Year 3 these difficulties had been resolved and grant development was suitably rapid, ranging from 5 to 10 months.**

*D5. Assessment of PO 4 Benchmark (d) Achievement*

Both benchmarks under (d) were achieved. The first benchmark was achieved through training and orientating new CSSP grantees in M&E needs and procedures (see above for details of CSSP M&E training workshops), though arrangements for grantee M&E were being reassessed in the 2<sup>nd</sup> and 3<sup>rd</sup> quarters of Year 3 because of USAID's new global M&E requirements.

The second benchmark was achieved in Years 2 and 3 by means of a series of CSSP-assisted workshops and roundtable discussions involving in varying ways CSOs, USAID and other donors, CSO constituents and partners, and other social and political interest groups. The workshops addressed a range of common interests and issues including the use of the media, the nature of civil society, civic rights, village-level governance, and participatory urban governance. 7 such workshops and roundtable discussions were held in Years 2 and the first part of Year 3, in Jakarta, East Kalimantan, North Sulawesi, West Java, East Java (twice) and Papua.

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### Attachment B: Summary of CSSP Tools and Instruments

CSSP's unusual contribution to civil society depends in part on its ability to field a team of technical staff skilled in offering solutions to problems relating to CSO management, advocacy, financial self-reliance and other capacity-building issues.

These technical team members use a variety of tools and instruments, some taken from other civil society donors and practitioners but most developed on the spot for current conditions in Indonesia.

The tools and instruments include:

1. **PACSA**, or Participatory Advocacy Capacity Self-Assessment. This consists of a 2- or 3-day structured, participatory workshop of one of two kinds. The first is a Group PACSA at which a number of CSO participants come together as a group to compare experiences in advocacy and draw lessons from them. The second is an Individual PACSA, at which one CSO meets with its members, constituents and stakeholders and develops an advocacy plan on the basis of past performance and present aspirations.
2. **Advocacy Capacity Assessment instrument**, which is usually used with PACSA.
3. **Organizational Capacity Assessment instruments**. CSSP technical staff have had access to 3 different OA tools. The first, the **OCA** or Organizational Capacity Assessment tool, was developed by PACT some 10 years ago. The second, **IDF** or Institutional Development Framework, was developed by MSI and was the tool more familiar to USAID-CPT when CSSP began. Both tools share broadly the same framework as **SCAT**, the Simple Capacity Assessment Tool developed by Beryl Levinger and Evan Bloom and now promoted by PAKTA (see below, 9) and others. In December 2001 CSSP developed a modified form of SCAT and a **SCAT Card** for use with Indonesian CSO partners.
4. **CSO Health Card**. This short form has been developed by CSSP for use in the field as a reminder and tally for Grant Managers and others seeking to make a quick assessment or review of CSO qualities.
5. **MIRPP**, or Matching Issues, Resources, People and Priorities. This simple, participatory, low-budget management tool developed by CSSP technical team members enables networks of CSOs to identify needs in administration, management and organizational capacity-building and match them to resources locally available through the connections of the network.
6. **FSR Capacity Building instrument**, which gives baseline information on a CSO's fundraising work and FSR needs. It is accompanied by a workshop which assesses and discusses past experience and future plans and technical needs on a SWOT basis.
7. **Grant-worthiness assessment, with strategic planning based on logical framework (logframe) analysis**, technical advice and training given to all future CSSP CSO grantees.
8. **Financial management workshops**, provided for all CSO grantees of CSSP to acquaint them with basic financial management instruments and procedures well as with USAID requirements in this field.
9. **Reporting workshops**, provided for all CSO grantees of CSSP to acquaint them with the basic instruments, procedures and practices of program reporting, monitoring and evaluation, and with USAID requirements in these fields.

10. **PAKTA** website. This website, developed by website manager PAKTA with CSSP technical advice and support, provides Indonesian CSOs with a web-based facility for accessing information and advice on Indonesian CSOs and the resources available to them.
11. **ToP**, or Technologies of Participation, a range of techniques on participatory decision-making, with special reference to local governance, being made available to CSOs in North Sulawesi and elsewhere, and to USAID Indonesia staff, through a series of training workshops coordinated by the Gerry Roxas Foundation.
12. **Training Modules for City Forums**. Developed by CSSP's City Forum development project, these 10 modules are the basis for the systematic training CARE East Java provides City Forums, and are suitable for use with City Forums and similar groups (for example, Citizens' Forums) elsewhere in Indonesia. They are complemented by a manual, *Panduan Penguatan Badan Perwakilan Desa [Guidebook on Strengthening Village Representative Councils]* (Jakarta: CARE for USAID/CSSP, June 2002)